

# Purchasing Week

McGRAW-HILL'S NATIONAL NEWSPAPER OF PURCHASING

Vol. 4, No. 39

New York, N. Y., September 25, 1961

\$6 A YEAR U. S.  
AND CANADA \$25 A YEAR  
FOREIGN



## The Un-Standardized Art of Thinking

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When Nikita Khrushchev (or Ivan Ivanovitch, for that matter) says, "Ya podumayu ob etom," does his head go through much the same intellectual processes as does President Kennedy's (or Joe Doaks') head when he makes the equivalent commitment in English, "I'll think about this"? In other words, is the process that we tag as "thinking" a fairly standard process around the world so that people gathered at these myriads of international powwows are operating on roughly the same intellectual wavelengths? Or is what passes as thinking in one part of the world something quite different from what people call thinking in other parts?

### Ways of Thinking Differ

It is my increasingly firm impression that what is called thinking is by no means a standardized worldwide process and that our continuing failure to take account of this fact is one of the major contributors to the mess in which the world finds itself. If two people who say and think they are thinking about something have quite different gears and cogs operating in their heads in quite different ways, the result, far from being "a meeting of the minds," is more than likely to be confusion compounded.

I first acquired the idea that thinking is by no means a standardized process while working as the man in the middle trying to settle labor disputes in the lumber industry of the Pacific Northwest quite a few years ago. On more than one occasion, I thought I had the range of disagreement narrowed to where the issue was whether the pay increase should be three or five cents an hour. (The increases were smaller in those days.) So, until I learned better, I would say to the parties, "Think about it, and give me your reaction." On more than one occasion the head of one of the unions almost always involved, with a background in the "Wobbly" movement, would come back and report, "We have thought about it," and then add what to my mind was some magnificent irrelevance, such as, "and we've concluded that the proper solution is to have the governor of Oregon [or it might have been Washington] impeached."

### Weird Conclusion

I would try diligently and often desperately to figure out how my request to "think about it" could lead us to such a weird conclusion. And the union chief was equally bewildered by what I am sure seemed to him either the feebleness or perversity of my thinking equipment.

Much more recently, and in a much more entertaining vein, I encountered cases in India which reinforced my impression that the processes identified as thinking in the East are quite different from those identified in the same way in the West. For example, while I was there, a small government functionary was

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DEFOAMER: Lab test shows how fluorosilicone, added to tube (l), prevents foam in solvents.

## New Fluorosilicone Line Resists Solvents, Works In Extreme Temperatures

New York—Dow Corning Corp. took the wraps off a new line of solvent-resistant fluids, greases, and compounds which can be used at extremely high or low temperatures.

The company has already begun producing the materials—known as fluorosilicones—in commercial quantities for both industrial and military applications. They carry premium prices, ranging from \$25/lb. for the fluids to \$46/lb. for the greases.

The fluorosilicones are not designed to compete with existing products, O. D. Blessing, vice president and sales manager, told a press conference here.

"They are new products to meet new needs. With the fluoro-

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## Most Tool Makers Balk At Move to Boost Prices

New York—Machine tool manufacturers indicated reluctance last week to go along with price increases ranging up to 8% by two major producers, Warner & Swasey Co., Cleveland, and Norton Co., Worcester, Mass.

Typical of industry reaction was the comment made to PURCHASING WEEK by a spokesman for a large midwestern machine tool maker. "Price raising is out of the question," he said. "There

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### Rx for Paving Costs

Glen Cove, N. Y.—This Long Island shore community believes it has an answer to winter's freeze-and-thaw erosion of streets at one-third the cost of asphalt. It's resurfacing all its highways with a product called Dix-Seal, a mixture of kerosene oil, sand, and limestone. Produced by Dix-Seal Corp., West Hartford, Conn., the material, costing 34¢/sq. yd., can be driven on one hour after being poured. Streets resurfaced with the material in a pilot test last winter were the only ones to come through the season in perfect condition.

## JFK Makes Steel Scapegoat In Psychological War on Prices

**Editor's Note:** In virtually every discussion of industrial prices, steel rates top attention. It has become the whipping boy of inflation, especially in the eyes of the Administration. In the following dispatch, PURCHASING WEEK'S Washington economics analyst, Donald Loomis, tells why the White House is cracking down on that basic industry.

Washington—The Kennedy Administration deliberately picked on steel to keep its prices down—not because a \$4 or \$5 a ton price increase would by itself be inflationary, but because steel is the Democratic politician's patsy, the lead goat.

Kennedy's new Council of Economic Advisers, led by Chairman Walter Heller, had already made up its mind when it came to town: Regardless of whether we were out of the recession this fall, an all-out drive had to be made against a steel price increase.

The picture was clear in their own minds: Blocking a steel price increase is the most dramatic, most effective, most far-reaching way of throwing the federal government's weight against an inflationary spiral.

Keeping costs of U. S. products down actually has more importance to U. S. business than ever before. Back in Harry Truman's day, you could let prices and wages spiral on up; everybody seemed to be better off. Now, though, it's absolutely essential for the U. S. to be able to compete successfully in Europe and other markets—which depends a great deal on price competition.

If we don't compete successfully, then the U. S. goes in for more protection, more subsidies, more government control, more economic isolation—in effect, an economy that would begin to look more like the European countries before they discovered that they could all prosper if they traded more freely.

(Turn to page 4, column 2)

## Discounts Unsettle Tags On Handling Equipment

New York—A continuing wave of discounting at the dealer level has taken all the punch out of an attempt by makers of materials handling equipment to jack up prices.

The round of price increases, begun last March by Clark Equipment Corp., Buchanan, Mich., averages about 3%. The discounts appear to be running to about 15%.

Industry spokesmen agree that competition is keen and prices soft. In addition to discounts, they say the purchasing agent who is willing to haggle will get extras on service and delivery.

A Clark official told PURCHASING WEEK

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(Turn to page 4, column 2)

## Purchasing Week's

## Purchasing Perspective

Ask any purchasing man what his single most pressing "gray-hair" problem will be next Monday morning. You'll come up with an endless variety of responses, ranging from how to properly gage inventory requirements to lengthening delivery schedules brought on by the general rise in industrial production.

But long range, industrial buyers are zeroing in on one common target—profits. In the minds of an ever-growing number of purchasing men the words "purchasing" and "profit" are virtually synonymous, and their approaches to day-to-day and long-range buying responsibilities reflect this managerial concept.

Some of the broadest thinkers in the purchasing profession hammered away at this concept at the recent district purchasing conference in Pittsburgh. In a session led by Westinghouse Vice President Andrew Kennedy on the subject of purchasing organiza-

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## Purchasing Week's Panorama

• The Future of Purchasing Education is discussed by P/W Consultant Lamar Lee, Jr., in the Professional Development section on pages 16 and 17. Read also what the NAPA Pro-D Committee is planning to broaden the P.A.'s horizons.

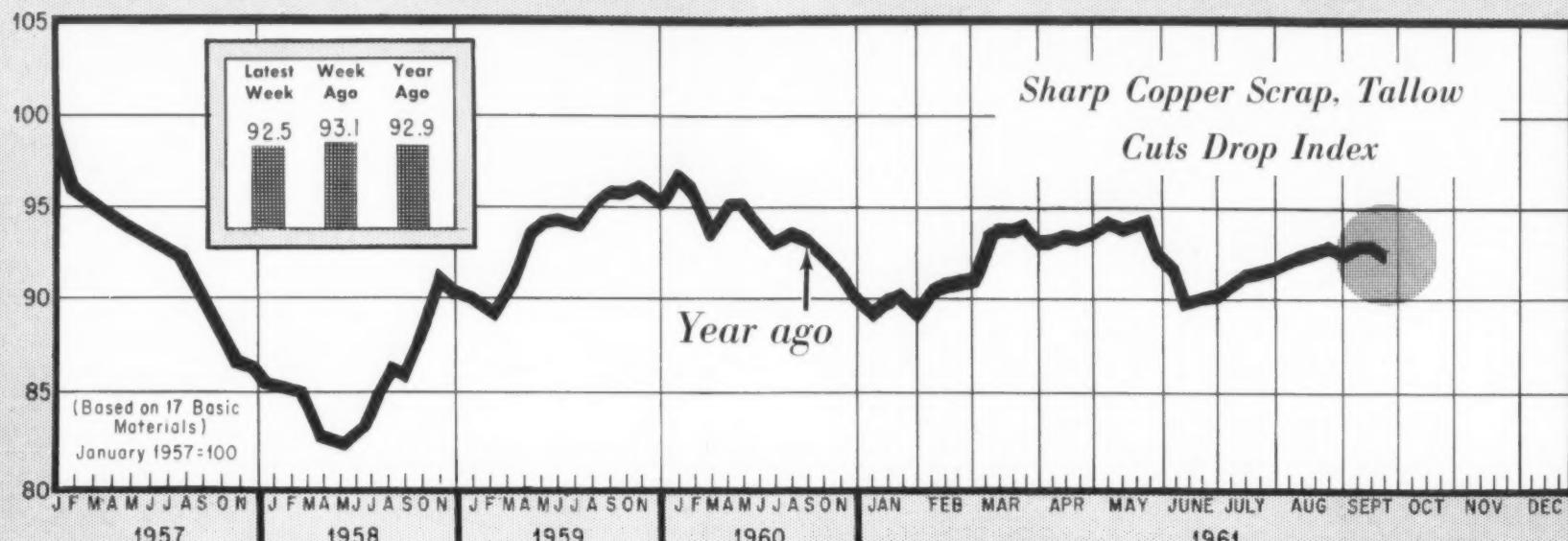
• Four New Auto Models are reviewed in 'Automotive Perspective' on pages 32 and 33. The highlights and vital statistics of Chevy II, Chevrolet, Studebaker Lark, and Pontiac Tempest are listed in P/W's second report on the '62 fleet cars.

• It's Centralized Purchasing at Dow nowadays. The spread on pages 20-21 shows how purchasing is coupled with marketing and distribution for better coordination, allowing more effective long-range planning for the purchasing men.

• City Scrap and Surplus Equipment Disposal is rarely laid in the hands of the municipal P.A. 'Professional Perspective' on page 25 calls this a mistake, and details why and how the municipal P.A. is the best qualified person for the job.

# Purchasing Week Industrial Materials Price Barometer

This index, based on 17 basic materials, was especially designed by the McGraw-Hill Department of Economics.



## Sharp Copper Scrap, Tallow Cuts Drop Index

### This Week's Commodity Prices

#### METALS

	Sept. 20	Sept. 13	Year Ago	% Yrly Change
Pig iron, Bessemer Pitts., gross ton.....	67.00	67.00	67.00	0
Pig iron, basic, valley, gross ton.....	66.00	66.00	66.00	0
Steel, billets, Pitts., net ton.....	80.00	80.00	80.00	0
Steel, structural shapes, Pitts., cwt.....	5.50	5.50	5.50	0
Steel, structural shapes, Los Angeles, cwt.....	6.20	6.20	6.20	0
Steel, bars, del., Phila., cwt.....	5.98	5.98	5.975	+ .1
Steel, bars, Pitts., cwt.....	5.675	5.675	5.675	0
Steel, plates, Chicago, cwt.....	5.30	5.30	5.30	0
Aluminum, pig, lb.....	.26	.26	.26	0
Secondary aluminum, #380 lb.....	.212	.212	.24	-11.7
Copper, electrolytic, wire bars, refinery, lb.....	.306	.306	.326	-6.1
Brass, yellow, (sheet) lb.....	.493	.493	.506	-2.6
Lead, common, N.Y., lb.....	.11	.11	.12	-8.3
Nickel, electrolytic, producers, lb.....	.813	.813	.74	+9.9
Tin, Straits, N.Y., lb.....	1.205	1.215	1.023	+17.8
Zinc, Prime West, East St. Louis, lb.....	.115	.115	.13	-11.5

#### FUELS

	Sept. 20	Sept. 13	Year Ago	% Yrly Change
Fuel oil #6 or Bunker C, Gulf, bbl.....	2.20	2.20	2.30	-4.3
Fuel oil #6 or Bunker C, N.Y., barge, bbl.....	2.62	2.62	2.62	0
Heavy fuel, PS 400, Los Angeles, rack, bbl.....	2.10	2.10	1.95	+7.7
Lp-Gas, Propane, Okla., tank cars, gal. (incl. discount).....	.025	.025	.045	-44.4
Gasoline, 92 oct. reg., Chicago, tank car, gal.....	.11	.115	.126	-12.7
Gasoline, 84 oct. reg., Los Angeles, rack, gal.....	.108	.108	.108	0
Kerosene, Gulf, Cargoes, gal.....	.095	.095	.09	+5.6
Heating oil #2, Chicago, bulk, gal.....	.088	.088	.095	-7.4

#### CHEMICALS

	Sept. 20	Sept. 13	Year Ago	% Yrly Change
Ammonia, anhydros, refrigeration, tanks, ton.....	94.50	94.50	94.50	0
Benzene, petroleum, tanks, Houston, gal.....	.31	.31	.34	-8.8
Caustic soda, 76% solid, drums, carlots, cwt.....	4.80	4.80	4.80	0
Coconut oil, inedible, crude, tanks, N.Y. lb.....	.125	.125	.14	-10.7
Glycerine, synthetic, tanks, lb.....	.248	.248	.293	-15.4
Linseed oil, raw, in drums, carlots, lb.....	.188	.181	.163	+15.3
Phthalic anhydride, tanks, lb.....	.175	.175	.185	-5.4
Polyethylene resin, high pressure molding, carlots, lb.....	.275	.275	.275	0
Polystyrene, crystal, carlots, lb.....	.18	.18	.215	-16.3
Rosin, W.G. grade, carlots, fob N.Y. cwt.....	13.15	13.15	18.10	-27.3
Shellac, T.N., N.Y. lb.....	.31	.31	.31	0
Soda ash, 58%, light, carlots, cwt.....	1.55	1.55	1.55	0
Sulfur, crude, bulk, long ton.....	23.50	23.50	23.50	0
Sulfuric acid, 66° commercial, tanks, ton.....	22.35	22.35	22.35	0
Tallow, inedible, fancy, tank cars, N.Y. lb.....	.058	.059	.064	-9.4
Titanium dioxide, anatase, reg. carlots, lb.....	.255	.255	.255	0

#### PAPER

	Sept. 20	Sept. 13	Year Ago	% Yrly Change
Book paper, A grade, Eng finish, Untrimmed, carlots, cwt.....	17.75	17.75	17.75	0
Bond paper, #1 sulfite, water marked, 20-lb, 16-carton lots, cwt.....	25.20	25.20	25.20	0
Chipboard, del. N.Y., carlots, ton.....	100.00	100.00	100.00	0
Wrapping paper, std. Kraft, basis wt. 50 lb rolls.....	9.50	9.50	9.50	0
Gummed sealing tape, #2, 60 lb basis, 600 ft. bundle..	6.30	6.30	6.30	0

#### BUILDING MATERIALS

	Sept. 20	Sept. 13	Year Ago	% Yrly Change
Cement, Portland, bulk carlots, fob New Orleans, bbl..	3.65	3.65	3.65	0
Cement, Portland, bulk carlots, fob N.Y., bbl.....	4.20	4.20	4.18	+ .5
Southern pine, 2x4, s4s, trucklots, fob N.Y., mftbm.....	110.00	112.50	120.00	-8.3
Douglas fir, 2x4, s4s, carlots, fob Chicago, mftbm.....	122.00	123.00	135.00	-9.6
Spruce, 2x4, s4s, carlots, fob Toronto, mftbm.....	85.00	85.00	82.00	+3.7
Fir plywood, 1/4" AD, 4x8, dealer, crld, fob mill, msf..	64.00	64.00	68.00	-5.9

#### TEXTILES

	Sept. 20	Sept. 13	Year Ago	% Yrly Change
Burlap, 10 oz, 40", N.Y., yd.....	.129	.128	.120	+7.5
Cotton middling, 1", N.Y., lb.....	.354	.353	.324	+9.3
Printcloth, 39", 80x80, N.Y., spot, yd.....	.178	.178	.190	-6.3
Rayon twill, 40½", 92x62, N.Y., yd.....	.205	.205	.225	-8.9
Cotton drill, 1.85, 59", 68x40, N.Y., yd.....	.36	.36	.37	-2.7
Wool tops, N.Y., lb.....	1.660	1.670	1.440	+15.3

#### HIDES AND RUBBER

	Sept. 20	Sept. 13	Year Ago	% Yrly Change
Hides, cow, light native, packers, Chicago, lb.....	.205	.205	.160	+28.1
Rubber, #1 std ribbed smoked sheets, N.Y., lb.....	.305	.305	.358	-14.8

(Price sources include: Coal Age, E&MJ Metal and Mineral Markets, Engineering News-Record, Platts Oilgram Price Service.)

### Purchasing Week's Price Perspective

**PROFITS AND PRICES**—The continuing cost-price squeeze—rather than any significant pickup in demand—is behind many of the price increases now cropping up.

• In polystyrene—The profit motive is certainly obvious in the current attempt of several producers to boost tags on this key plastic by 1¢/lb. The increase could hardly be justified on supply-demand grounds, since the industry is still plagued with excessive capacity and stiff competition.

• In machine tools—An official of Norton Co., one of the two big builders of machine tools that are currently boosting prices, also places the blame squarely on "a very tight cost-price squeeze." Here again, demand has to take a back seat, for business still remains very spotty (some segments of the industry—according to the Machine Tool Builders Assn.—are still operating at about 50% of capacity).

Latest Security & Exchange Commission-Federal Trade Commission profit figures would seem to indicate that a lot of other industries face the same cost-price dilemma. New report shows that, despite recovery, U.S. firms' after-tax profits averaged out at only 4.4¢ per dollar of sales in the quarter ending June 30.

That's more than 4% below a year earlier—a time when production activity was roughly at the same level. The figures really become disturbing when compared to two years ago—with current profits per dollar of sales down a whopping 20% below the 1959 period.

Profit squeeze also affects inventories. Most P.A.'s report no letup in top management pressure to hold down costs via continued tight inventory control.

• • •  
**HIGHER INTEREST RATES**—The cost of business borrowing may start inching ahead as the big fall production push gains momentum.

That's the consensus of most bankers, who note that the average bank rate has been surprisingly stable at 5% through six months of recovery.

This, say the experts, goes against all past experience. In the 1958 recovery, for example, average rates jumped from 4.17% in June to 4.50% in December of that year.

The next few months should tell the story on just how big the rise will be. While money is still plentiful, there will be a sharp increase in the demand for funds. In addition to higher business needs (for inventory and capital equipment buying), the U.S. Treasury will have to tap the market for billions of dollars in new money to meet the budget deficit.

But one thing the experts are agreed on: There will be no repetition of the soaring rates of 1958-59, when even the U.S. Treasury had to pay 5% for short-term loans.

• • •  
**STRAWS IN THE WIND**—Steel experts who contend that there won't be a steel price increase this year cite the following signs:

• No distributor buildup—Warehouses are showing no signs of stocking up on a major scale. Their inventories are still more than half a million tons below year-ago levels. Historically, distributors (who have a pretty good idea of what producers are thinking) tend to increase inventories well in advance of a general steel price hike.

• No tinplate notification—Under existing agreements, tinplate buyers must be given 35 days advance warning of a price rise. Its absence this time precludes an Oct. 1 boost in this key area.

September auto stoppages also hurt steelmakers' chances of posting price increases. Strikes have held current steel order pickup to relatively modest proportions—well under earlier optimistic estimates.

## Monsanto Refuses to Join Rexall, Dow In Boosting Polystyrene Price 1¢/Lb.

New York—Monsanto Chemical Co. refused last week to follow Rexall and Dow in boosting polystyrene prices 1¢/lb. The stand-pat attitude of the No. 2 producer led industry sources to predict the price of general-purpose crystal soon would stabilize at 18¢.

Rexall had raised its price to 19¢/lb. on Sept. 15. Dow, biggest producer of the volume plastic, announced it would follow suit Oct. 1.

Monsanto announced a 1¢/lb. increase (to 21¢/lb.) for its color polystyrene, effective Oct. 2, but said it would not hike tags on general purpose crystal.

"The other producers—Koppers, Union Carbide, Foster Grant, are waiting on the sidelines to see what happens," said one top chemical company executive, "but, without Monsanto going along on general-purpose crystal, chances for the 19¢/lb. price sticking are practically nil."

"Dow may follow Monsanto on the price for color polystyrene," commented an East Coast producer, "but that probably won't last long. If the general-purpose crystal price stays at 18¢/lb., the spread will be too great. Volume customers can color their polystyrene themselves, or have it done for them, at less than 3¢/lb."

Producers are hurting at the 18¢/lb. level. As Rexall said, in announcing its increase, the low polystyrene price impedes "development of new uses and product improvement." Dow gave the same reasons when it tried, unsuccessfully, to peg

polystyrene at 19¢/lb. last January.

The reasons Monsanto gave for not going along with Rexall and Dow were "excess capacity" and "opportunity for Monsanto customers to broaden their existing markets."

As one top chemical man put it, "It's very hard to raise polystyrene prices while consumption is running well below the estimated industry productive capacity of 1-billion lb."

## This Week's Scrap Prices

	Sept. 20	Sept. 13	Year % Yrly Ago Change
Steel, #1 hv, divd Pitt, ton.....	38.00	38.00	30.50 +24.6
Steel, #1 hv, divd Clev, ton.....	37.00	37.00	32.50 +13.8
Steel, #1 hv, divd Chic, ton.....	40.00	40.00	30.00 +33.3
Copper, #1 wire, dlr buy, fob NY, lb.....	.245	.25	.23 +6.5
Copper (hv) & wire mix, dlr buy, fob NY, lb.....	.225	.23	.21 +7.1
Brass, light, dlr buy, fob NY, lb.....	.125	.125	.110 +13.6
Brass, hv yellow mix, dlr buy, fob NY, lb.....	.15	.15	.125 +20.0
Alum (cast), mixed, dlr buy, fob NY, lb.....	.10	.10	.10 0
Alum (sheet), old clean, dlr buy, fob NY, lb.....	.095	.095	.095 0
Zinc, old, dlr buy, fob NY, lb.....	.03	.03	.035 -14.3
Lead, soft or hard, dlr buy, fob NY, lb.....	.07	.07	.083 -15.7
Rubber, mix auto tires, divd Akron, ton.....	11.00	11.00	11.00 0
Rubber, synth butyl tubes, East, divd, lb.....	.068	.068	.07 -2.9
Paper, old corrug box, dlr, Chic, ton.....	19.00	19.00	18.00 +5.6
Paper, #1 mixed, dlr, NY, ton.....	3.00	1.00	1.00 +200.0
Polyethylene, clear, dlr, NY, lb.....	.05	.05	.10 -50.0

## Merlon Certified by UL To Be Self-Extinguishing

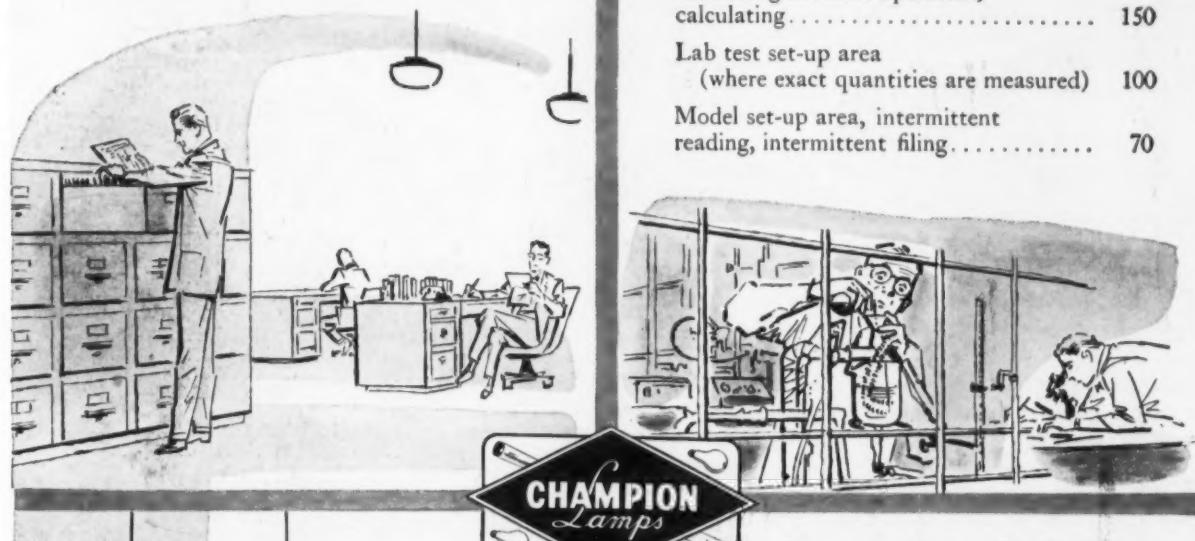
Pittsburgh—Mobay Chemical Co.'s polycarbonate resin, Merlon, has been certified and listed as a self-extinguishing material by Underwriters' Laboratories, Inc.

The company said the resin is the only known commercially available thermoplastic material that combines the self-extinguishing property with transparency, high-impact resistance, and dimensional stability. The laboratory tests showed Merlon has an ignition temperature of 1058F, the company said.

# Facts of Light!

### 4, 9, 16, 25, 36 THE ARITHMETIC OF LIGHTING

The light you receive from a lamp varies inversely as the square of the distance you are from it. If you are 4 feet from a lamp and move away to 12 feet, you will receive only 1/9 the previous light.



### RECOMMENDED ILLUMINATION LEVELS FOR RESEARCH FACILITIES

SEEING TASK	FOOTCANDLES
Detail drafting, fine detailed model design.....	200
Instrument readings.....	100
Rough layout drafting, auditing, tabulating machine operation, calculating.....	150
Lab test set-up area (where exact quantities are measured)	100
Model set-up area, intermittent reading, intermittent filing.....	70

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## Price Briefs

**Beryllium alloys**—Beryllium Corp. raised prices approximately 2% on its wrought and cast beryllium alloys. Increased operating costs were given as the reason.

**Rayon staple**—American Viscose and American Enka followed Courtaulds' lead this week and raised their rayon staple quotes 1¢/lb.

**Multiwall paper bags and bag papers**—St. Regis, International Paper, and Union Bag-Camp joined the industry trend to higher prices for multiwall paper bags and bag papers. All announced 4% tag hikes for multiwall bags—St. Regis for Sept. 30, Union Bag-Camp for Oct. 15, and International Paper for Oct. 16. On the latter dates Union Bag-Camp and International Paper also will raise their bag paper prices by \$10/ton.

**Titanium dioxide**—In anticipation of improved fourth-quarter demand, producers of titanium dioxide—both rutile and anatase—began offering volume buyers 1/2¢/lb. discount on carlots of 30 tons minimum.

**Sheets and pillow cases**—Rising cotton tags caused major producers to boost prices for sheets and pillow cases by 2 1/2%—the second such rise this month.

## Purchasing Week's Washington Perspective

**President Kennedy faces a major legislative struggle next year on the question of trade and tariffs.** And he is preparing for it even before this session of Congress ends. He is readying a package calling for sweeping across-the-board tariff cuts—directly contrary to the mounting protectionist sentiment in Congress.

The question involves extension of the Reciprocal Trade Act, focal point of this country's foreign trade policy. It comes up for renewal in 1962. **All the tariff and trade negotiations this year, all the talk in and out of Congress, are but a prelude to this battle.** The Kennedy Administration wants freer trade—as did the Eisenhower Administration before it. But a growing number of congressmen want to gut the program, and afford more quota and tariff protection to domestic industries.

In preparing for the fight, Kennedy will probably ask for a lot more than he actually wants. (His advisers are talking about domestic subsidies in return for tariff cuts.) This is common technique; it allows for concessions and still a legislative victory. The President used something of this technique this year in his foreign aid requests: got a lot less than he publicly sought but just about what he privately wanted.

**Outcome of the reciprocal trade fight is in doubt.** But it's a good bet that any new tariff concessions made by Congress will be made grudgingly.

In a like manner, **the big fight to strengthen antitrust laws will not come until next year.** Sen. Estes Kefauver (D-Tenn.) has been holding periodic hearings by his antitrust and monopoly subcommittee on a packet of bills to increase penalties for anti-trust violations, price-fixing, and market dividing, and make corporate officers liable for actions of their subordinates. He plans further hearings during the fall, with Congressional action slated for January or February. Some strengthening of the laws undoubtedly will result, but Kefauver's package as such does not have much of a chance.

**The Administration is assessing its record in the first session of the 87th Congress with mixed feelings.** Kennedy suffered a drastic legislative setback in his plans for a multibillion-dollar aid-to-education program. He got virtually none of it, and the feeling is that major school-aid legislation is dead for a long time to come.

So, for that matter, may be Kennedy's **tax-credit plan.** Confusion over Berlin, a huge increase in defense spending (some \$5-billion over Eisenhower estimates), and an unwillingness on the part of Congress to tighten so-called tax loopholes led to this defeat. Some members of Congress still are talking about an 8% tax credit for spending on new plant and equipment next year—but this seems to be so much wishful thinking. **Next year's budget is not expected to have room for any type of tax cut.**

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While the worsening international situation hurt tax-credit chances, **it gave a major boost to Kennedy's plans to shore up the nation's military capacity.** Congress did not even hesitate in voting additional funds. Of the extra \$5-billion appropriated, some 40% will go for the purchase of conventional arms and equipment, about 10% for submarine and missile production, the rest for military operations, maintenance, and personnel.

**Kennedy's biggest single legislative victory came in Congressional enactment of a billion-dollar housing program.** This should afford a major boost to the housing industry, one of the weak points in the economy, and its suppliers. In addition, Congress voted new subsidies to aid slum-clearance programs and improve city living conditions, and larger federal loans and grants to help depressed areas attract new industries. Creation of a department of urban affairs was held over until next year.

• • •  
**The off-again, on-again drive to increase postal rates is off again.** A last-minute effort to push through a 5¢ stamp and boost other rates fizzled. **And the prospective drive to enact medical care for the aged under social security never got off the ground.** The Administration is keeping its powder dry on this for next year—prior to the Congressional elections. **Kennedy compromised on minimum wages** but did get his \$1.25 an hour figure in two stages.

**In the transportation area, a proposed Congressional crackdown on railroad rate-cutting is dead for this year.** The Senate Commerce Committee confirmed an earlier decision to postpone action on new freight rate legislation until 1962. The Administration is expected to seek some modification next year of the 1958 Transportation Act, under which the Interstate Commerce Commission is forbidden to hold down the rates of one mode of transportation to protect another.

A bill that looked dead on Labor Day came to life in the waning days of the session—to grant relief to small lead and zinc miners. The amount involved is small—only \$16-million. But because it would benefit miners only in Oklahoma and Missouri, it didn't get much of a push until very late in the session. Enactment right up to deadline still was problematical.

## Kennedy vs. Prices: Psychological Warfare

(Continued from page 1)

The White House experts believe that, if they hadn't put up an all-out fight on steel prices, they would be in the public position of throwing in the chips on a crucial skirmish that could lose the coming war against inflation.

### Test of the Trend

Actually, a small price increase in steel wouldn't make much statistical difference in the important political measure of inflation—the consumer price index—for months. But steel, to this Democratic Administration, is the best place to step in to stop incipient price spiraling.

Admittedly, it's mostly psychological. On the books, steel—or any one commodity—isn't that important. But historically, and in real life, for better or for worse, a steel price increase has become a test of the trend in prices.

Not all price rises are being fought so vociferously. As busi-

ness improves, the price of money—interest rates on loans—goes up. Privately, the Administration admits this. If you have to pay more for the money to add to your inventory, or your plant capacity, you may figure a little sharper on what you're getting for the added cost.

Neither does a victory on steel prices mean that prices of other commodities, or components, or finished products will later get the same treatment. For other reasons, the Administration—for instance—supports higher prices on lead and zinc, or cotton, or what have you.

Kennedy and his economists want to be in the position of putting the heat on other price-wage situations of their own choosing.

They want to be able to say to other businessmen and labor leaders:

"Look—the statesmen of the steel industry showed that they could act in the national interest

by deferring a price increase. We bureaucrats are not alone in this. Now we're putting the White House heat on you to do likewise."

### Same Heat on Labor Leaders

Listening to Administration officials talk, you get the idea that the same heat will be applied to David McDonald of the steel-workers and other labor leaders when they try for a bigger cut of the pie next year.

If they win the propaganda battle with the steel companies—and it looks as though they will—then Kennedy and his economic advisers plan to keep using the technique on other industries, other commodities, and the labor leaders.

Administration officials—and some neutral observers here, too—say that McDonald and other union officials don't know yet how rough Kennedy plans to be with them when McDonald tries to raise wages.

## This Month's Industrial Wholesale Price Indexes

Item	Latest Month	Month Ago	Year Ago	% Yrly Change	Item	Latest Month	Month Ago	Year Ago	% Yrly Change
Cotton Broadwoven Goods	97.3	96.6	103.3	-5.8	Pumps & Compressors	112.7	112.7	112.4	+ .3
Manmade Fiber Textiles	91.5	91.5	96.1	-4.8	Industrial Furnaces & Ovens	120.8	122.5	121.9	- .9
Leather	120.5	116.3	112.2	+7.4	Industrial Material Handling Equipment	108.8	108.5	107.0	+ 1.7
Gasoline	96.5	98.0	99.4	-2.9	Industrial Scales	117.1	115.7	115.7	+ 1.2
Residual Fuel Oils	80.1	80.1	81.5	-1.7	Fans & Blowers	104.7	104.7	105.5	- .8
R&W Stock Lubricating Oils	112.6	111.9	109.9	+ 2.5	Office & Store Machines & Equipment	105.9	105.9	104.9	+ 1.0
Inorganic Chemicals	104.0	104.0	103.4	+ .6	Internal Combustion Engines	105.2	105.2	104.0	+ 1.2
Organic Chemicals	94.2	94.6	99.6	-5.4	Integrating & Measuring Instruments	121.6	121.6	121.3	+ .2
Prepared Paint	106.7	106.7	103.5	+ 3.1	Motors & Generators	94.2	95.0	100.8	- 6.5
Tires & Tubes	92.9	92.9	95.0	-2.2	Transformers & Power Regulators	89.4	90.0	96.8	- 7.6
Rubber Belts & Belting	108.1	108.1	105.6	+ 2.4	Switch Gear & Switchboard Equipment	106.1	106.0	105.5	+ .6
Lumber Millwork	101.6	102.6	106.2	-4.3	Arc Welding Equipment	104.0	104.6	109.1	- 4.7
Paperboard	90.2	90.3	99.8	-9.6	Incandescent Lamps	131.6	131.6	130.9	+ .5
Paper Boxes & Shipping Containers	92.4	92.4	105.2	-12.2	Motor Trucks	105.3	105.2	106.2	- .8
Paper Office Supplies	103.5	103.5	103.2	+ .3	Commercial Furniture	106.1	106.1	106.9	- .7
Finished Steel Products	108.5	108.5	108.8	- .3	Glass Containers	102.8	102.8	103.3	- .5
Foundry & Forge Shop Products	108.3	108.3	108.4	- .1	Flat Glass	96.0	96.0	95.9	+ .1
Non Ferrous Mill Shapes	96.2	96.1	99.9	-3.7	Concrete Products	104.5	104.5	104.4	+ .1
Wire & Cable	88.1	87.8	88.4	- .3	Structural Clay Products	107.4	107.3	107.6	- .2
Metal Containers	106.2	106.2	104.1	+ 2.0	Gypsum Products	108.0	105.9	104.7	+ 3.2
Hand Tools	113.8	113.6	112.2	+ 1.4	Abrasives Grinding Wheels	94.4	94.4	94.8	- .4
Boilers, Tanks & Sheet Metal Products	101.8	101.5	102.4	- .6	Industrial Valves	114.5	114.7	117.1	- 2.2
Bolts, Nuts, etc.	116.2	112.1	106.3	+ 9.3	Industrial Fittings	89.9	89.9	90.0	- .1
Power Driven Hand Tools	111.8	111.8	108.4	+ 3.1	Anti-Friction Bearings & Components	89.1	89.2	90.8	- 1.9
Small Cutting Tools	114.8	114.9	119.7	- 4.1					
Precision Measuring Tools	115.1	115.1	109.5	+ 5.1					

Note: 1961 figures reflect BLS wholesale price index revisions.

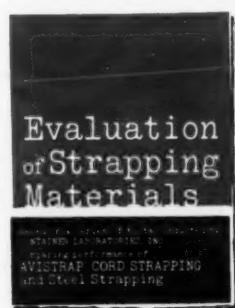


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Container Laboratories, Inc., New York, recognized expert in package research, reports Avistrap® Cord Strapping can match or better the performance of steel strapping in comparable applications. Behind this statement is a carefully-observed series of independent tests, comparing performance of Avistrap in  $\frac{3}{8}$  in. and  $\frac{5}{8}$  in. widths with performance of .015 steel strapping in the same widths, in package reinforcement, bundling, and palletizing. A comparison in terms of tensile strength, elongation, and energy required to break was also made. This showed Avistrap's amazing ability to keep on absorbing energy without breaking, long after comparable steel strapping has failed. Container Laboratories, Inc.

designed the tests to duplicate actual shipping situations. Packages were dropped on corners and edges, subjected to an incline impact test, and vibrated for hours with a force equal to their own weight. The test program was carried out without any guidance or instructions from American Viscose Corporation.



A summary of test results, as approved by Container Laboratories, Inc., is available on request. Write to Dept. F. Ask for "Evaluation Booklet."



\*Patents pending.

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**COFFEE BREAK:** Kennametal's James Taubler and Marbon Chemical's Dolores Kemp review points made few minutes before in session stressing the



**BUYING JOB,** a key panel chaired by U. S. Steel's V. P. Ralph Moffitt (center) with W. L. Baker, of Universal Mfg. (left), and S. E. Lauer, of Westinghouse.

## Purchasing Contribution to Profits Top Concern at Dist. 6 Conference

**Pittsburgh**—The 250-plus purchasing men who attended the NAPA Dist. 6 conference here Sept. 15-16 were virtually 100% intent on finding ways and means to increase their companies' profit margins.

The search for profits and their accumulation through sound purchasing practices came through as a target in almost every session and as a conversation topic for individual groups at nearly every coffee break.

NAPA President Russell T. Stark, addressing a luncheon meeting, also emphasized that dollars spent to purchase goods and services needed to keep the U. S. economy moving are having a more and more vital impact on business' already "paper-thin" profits. Stark called on purchasing leadership to provide the highly specialized skills and knowledge needed "to spend the purchasing dollar where it will do the most good."

The payoff comes, said Stark, from "opportunities for greater economies, greater controls, improved product quality through better components, and a longer product life because of careful selection of vendors."



**CONCENTRATION:** Workshop participants check notes at Pittsburgh District NAPA Conference.

### OUTDATED SPECIFICATIONS INCREASE YOUR COSTS

### PROCESS PIPING BIDS CAN BE REDUCED

### IMPROVED FITTINGS DESIGN AND NEW PIPING STANDARDS CUT COSTS



The ultimate installed cost of corrosion-resistant process lines *can* be substantially reduced... where pipe line design specifications take full advantage of up-to-date developments in improved fittings design and new piping standards.

The most recent issue of the Code for Pressure Piping, ASA B31.3-1959, allows use of *light wall* Stainless Steel Schedules 5 and 10 pipe and fittings for critical process lines to a degree not possible with *outdated* specifications. The broader scope of pressure-temperature operating conditions included in this new code, permits computations utilizing these more economical wall thicknesses. This, plus a specification recognizing the efficiency of Speedline fittings, guarantees a soundly designed system at a *lower* installed cost.

Every Speedline fitting has built-in advantages that contribute to lower installation cost because they are designed especially for use with light wall Schedules 5 and 10 pipe. Speedline's extra length feature means butt joints are easier to align and easier to weld because you're always connecting "straight to straight". There's ample clearance to attach flanges to any or all ends of a Speedline fitting without fouling—by expanding or welding. Speedline aligning connectors assure sound socket-joining for both pipe and fittings. With Speedline—*one fitting* does it all. Review your process piping specifications to be sure they call for all of the cost savings possible with light wall pipe and modern Speedline fittings.

For a program that emphasized the theme of getting back to basics, the conference wound up dispensing a series of high-powered viewpoints on the theory and mechanics of purchasing. The day and a half conference concentrated on six workshop sessions that covered purchasing from the basic concept of the purchasing job itself, organizing the department and analyzing the buyer and his job, to purchasing's role in cost control and reporting performance.

And conference delegates received only top-drawer instruction and viewpoints. Virtually every panel was either chaired or contained members of vice presidential rank or equivalent, representing such firms as Westinghouse, U. S. Steel, Allegheny Ludlum, Koppers Co., Blaw-Knox, Rockwell, and Union Carbide. Viewpoint balance was maintained by having top purchasing directors of smaller firms represented on the panels.

### New Air Cargo Service

**Washington**—Air Cargo, Inc., which arranges pickup and delivery services for freight hauled by airlines, is now offering its services to air freight forwarders.

It has signed up its second forwarder—Allied Air Freight, Inc.—and is discussing contracts with others. Wings and Wheels Express, Inc., already utilizes its services. Air Cargo will begin serving Allied Oct. 1, initially in nine cities, including Boston, Chicago, Detroit, Los Angeles, and San Francisco.

Air freight forwarders generally arrange their own pickup and delivery, negotiating with individual local cartage companies.

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# Buyer Awards Stimulate VA Ideas at Goodrich

**Akron, Ohio.**—The 40 buyers at B. F. Goodrich Co.'s plant here are competitors. But it's the kind of competition that the company feels will pull in savings.

The competition is for "Buyer of the Month" awards presented to the purchasing man who comes up with the largest dollar-saving ideas during the preceding two months.

It started as a means to stimulate interest in Goodrich's value analysis program, and, according to Harold W. Catt, director of purchases and traffic, the gimmick has surpassed the purchasing department's expectations.

Judges for the award, which consists mainly of company recognition and a free dinner, are the members of the firm's VA committee headed by Thomas H. Smith, manager of chemical and pigment purchasing, and operating manager of the Goodrich purchasing division.

Smith's committee, made up of three purchasing department managers, screens and analyzes all projects submitted by buyers. It evaluates and grades the various programs, and decides the amount of money saved. Of course, committee members are not eligible to compete for the award.

In the BFG program, which got its original spark from General Electric Co.'s achievements, buyers act as catalysts in value analysis sessions with the requisitioner, an engineering department representative, and the supplier. He brings them together to value analyze items and exchange cost-cutting ideas. Sometimes, in fact, it's the supplier who comes up with a money-saving suggestion.

## Vendor Idea Wins

One recent "Buyer of the Month" idea illustrates how the vendor can get in on the VA program. BFG was supplying an auto firm with a rubber-covered washer and tube assembly that fits where the frame and body connect. A supplier suggested that the two parts be cold formed instead of welded. After the engineering department cleared the change with the auto manufacturer, the new process resulted in a more satisfactory part at a lower unit cost, according to BFG.

But winning the company's VA sweepstakes is not always a matter of tapping other brains. One winning buyer, for example, suggested that, instead of using steel ratchets in a hose braiding operation, the ratchet be made of urethane plastic. Although the urethane replacement cost more, it lasted up to six times as long. The annual saving on this idea came to \$22,000.

In another winning entry, a chemical buyer who was purchasing phenolic resins and gum resins, replaced these materials with petroleum resins which

would do the same job. His idea got VA committee approval and racked up an estimated \$66,000/year saving.

The Akron plant expects total savings through value analysis in 1961 of about \$500,000. Comments Catt, "We take the position that profits start in the purchasing department. The VA program is a very fine way in which we can stimulate and coordinate various programs that lead to the saving of money for the company."

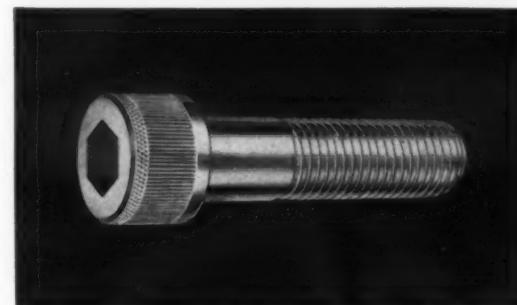
Besides evaluating particular

ideas, the value analysis committee meets monthly to plan value analysis education projects. The "Buyer of the Month" contest, in fact, was the result of one of these committee get-togethers.

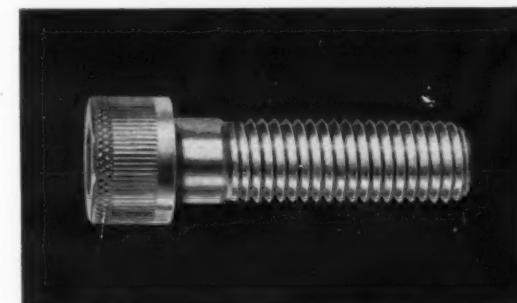
To spread the message further, Catt holds a gathering of all buyers every three months to review VA progress. He discusses the status of projects, circulates new written material on the subject, and shows a film. According to Catt, the next step is to get all Goodrich plants on the same program.



VALUE ANALYSIS PRIZE: B. F. Goodrich's "Buyer of the Month" award winners Lawrence Mitchell and Gerald Bradshaw (seated l-r) get free dinner from Harold W. Catt, director of purchases and traffic.



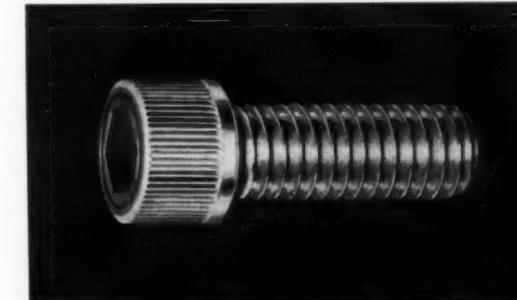
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UNBRAKO KS 812 stainless socket screws provide a certified 125,000 psi minimum tensile strength... performance formerly available only in specials. Identified by groove around socket.

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W. R. Henderson

## Former P.A. Is Guiding Light of N.C. Trade Fair

**Charlotte, N.C.**—The state of North Carolina is making a gigantic pitch to enlarge its role as an industrial supplier to manufacturers throughout the country. And behind it all is a former purchasing executive, W. R. Henderson, who for the past two years has been administrator of the North Carolina State Div. of Commerce and Industry. He currently is directing the North Carolina trade fair, which runs for 10 days next month.

Scheduled to open here Oct. 12, the fair will include displays

of products ranging from miniaturized components to the tobacco, textile, and timber industries for which North Carolina heretofore has been most widely known.

It is believed to be the first state-sponsored trade fair in the country, and all national manufacturing interests in the state will have products on display. Henderson, who was the North Carolina state purchasing agent, has mailed invitations to the fair to more than 50,000 purchasing men from the U. S. and

foreign countries. He says he has commitments for 100 buyers who will come from overseas points to see what North Carolina has to offer.

Henderson—who was lifted from his purchasing job to the commerce administrator's post by then governor, now U.S. Commerce Secy., Luther Hodges—has modeled the North Carolina fair along the pattern of European trade fairs—with buyers and sellers being given the opportunity to get together and do business right on the floor of the exhibition buildings.

For buyers who want to see more than the exhibit, Henderson has arranged to provide six airplanes for quick transportation to North Carolina manufacturing sites. During the fair, a number of buyer-oriented symposiums will be held featuring various experts, including some who will tell how to sell to U. S. government buyers.

## Former ICC Official Hits Government Bars On Transport Industry

**Kansas City, Mo.**—A former ICC commissioner urged that the "handcuffs of regulatory policy" be removed from regulated carriers.

Anthony F. Arpaia, vice president of international services, REA Express, told the Midwest Shipper-Motor Carrier Conference here that the law puts regulated carriers at a "disadvantage" with unregulated carriers.

He hit regulations at two levels:

- **Lack of uniformity among states.** He cited varying standards for axle weights and vehicle size, saying, "Bad as over-regulation is to contend with, lack of uniformity is well-nigh intolerable."

- **"Scrambled rate regulation."** Like nonuniformity, he said, this "raises the cost of operation and prevents the industry from achieving maximum service at lowest cost."

But before "a sound, realistic solution can be reached," he said, "facts must be precisely known and evaluated."

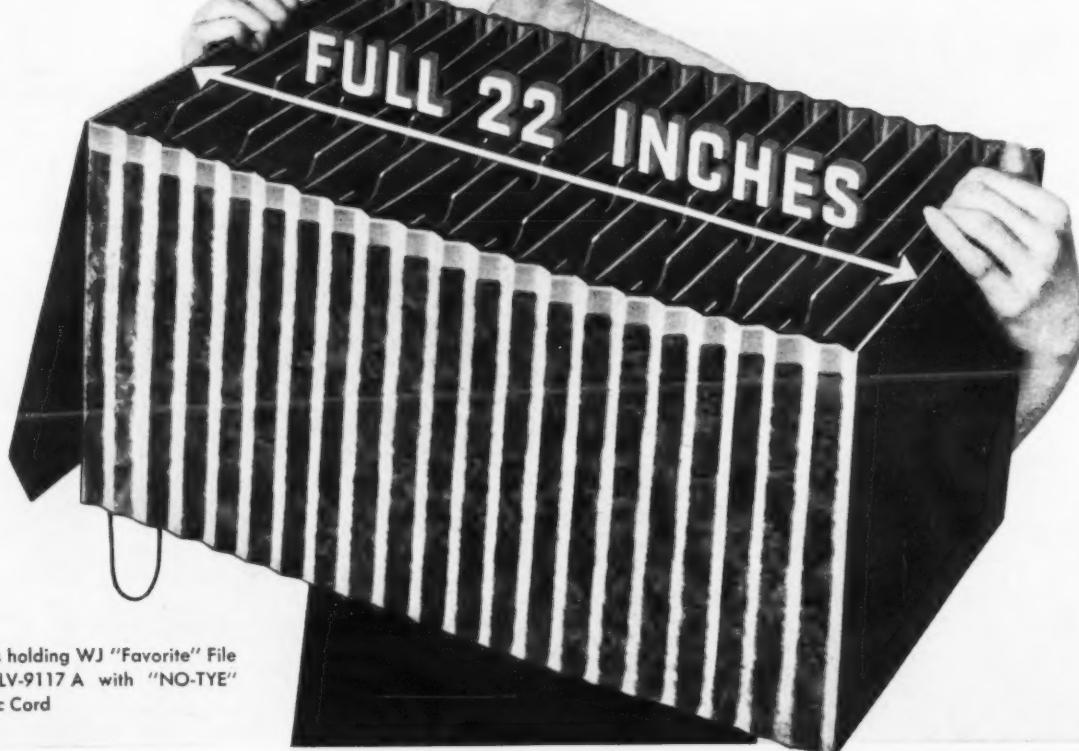
He urged the carriers themselves to come up with a "sound logical, uniform, and reasonable plan for correction" of the transportation industry's ills. The plan, he said, should be formulated by "a group of independent-minded, courageous, intelligent, selfless representatives of the common carrier industry who will acknowledge the truth."

Such a group, he said, "could develop and present a plan to the Congress and the public to restore it and its service to the historic role it has played in our national growth and prosperity."

"I'll bet they would do better in less time," he added, "than the mountains of studies produced so far."

He emphasized, however, that the first step was an end to the in-fighting among carriers themselves. "More cooperation is urgently necessary," he said, "if the common carriers are to help perfect a workable national transportation policy. It calls for abandonment of the 'special interest' approach."

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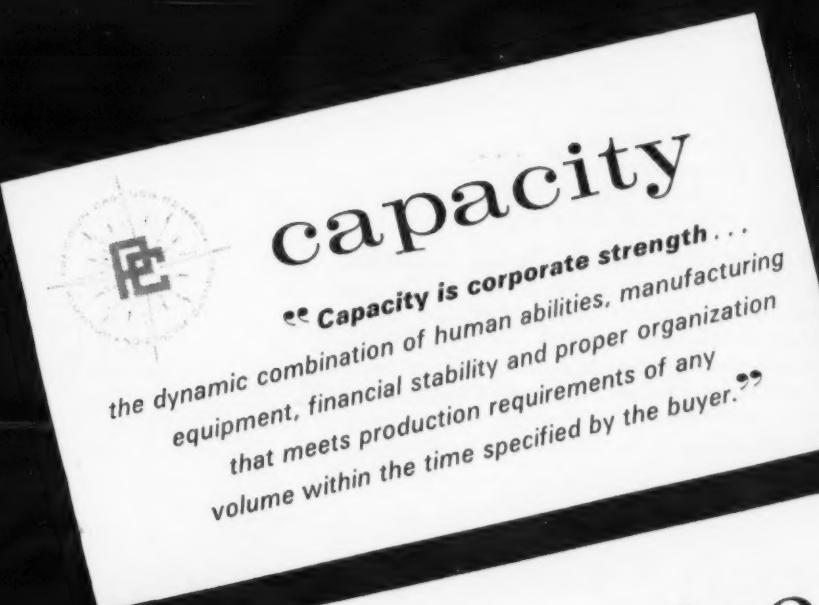
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Vol. 4, No. 39

# Purchasing Week

September 25, 1961

Associated  
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# Management Memos

## Toward a Code of Conduct

Management men aren't going to improve the ethical standards of business in general—or their moral standing in the community—until they voluntarily draw up their own code of conduct and begin to live by it.

The "Thou Shalt Nots" of a company's conflict-of-interest statement aren't a substitute for a professional code, says Robert W. Austin, writing in the *Harvard Business Review*, because they are "essentially negative in character; they create individual problems of judgment as to what is prohibited, and fail to create a positive sense of duty or responsibility."

**Austin also believes that the usual vague corporate "ten commandments" often conflict with the steps which a rising young executive believes are needed to "get ahead" in the company or to meet pressure from the boss. Too often the man in such a dilemma rationalizes his way out by saying, "The code is good, and I agree with its prohibitions, but it does not apply to me."**

Only when managers begin to think of themselves as professionals, says Austin, with an obligation to society based on professional practice of a recognized body of managerial knowledge, will the individual manager be able to find his way out of the dilemma of circumstance and personal vs. company conflict.

Austin, a lawyer on the faculty of Harvard Business School, recognizes that management has just begun to think of itself as a profession. He proposes that it devise its own code of conduct before society, through government action, imposes one on it. Austin suggests the following:

- The professional business manager affirms that he will place the interest of the business for which he works before his own private interests.
- The professional business manager affirms that he will place his duty to society above his duty to his company and above his private interest.
- The professional business manager affirms that he has a duty to reveal the facts in any situa-

tion where (a) his private interests are involved with those of his company or (b) where the interests of his company are involved with those of the society in which it operates.

• The professional business manager affirms that when business managers follow this code of conduct, the profit motive is the best incentive for the development of a sound, expanding, and dynamic economy.

## Out-Caesaring Caesar's Wife

Along with private industry, the federal government is tightening its code of ethics for employees. In fact, codes drafted by government agencies have gone a step further—employees must avoid the "appearance" of misbehavior.

Describing how tough the written ethics requirements have become, one Defense Dept. spokesman said that Uncle Sam is trying to "out-Caesarean Caesar's wife" in putting employees beyond suspicion. One of the stiffer restrictions in the Defense Dept.'s code is a rule penalizing officers who, within two years after retirement, go into private industry and sell to the armed services.

**The rule does not prevent retired officers from taking employment in private industries dealing in government contracts, but it does throw up a road block in the way of these officers' working in the sales department.**

Other agencies are revamping their codes as well. The Dept. of Interior requires that employees conduct their personal and private affairs in a manner which will not reflect adversely on the government. The Agriculture Dept. and Dept. of Health, Education, and Welfare both warn personnel to avoid backsliding in paying personal debts.

**Next step in the codification of governmental ethics is to get uniformity for all agencies. Toward this end, the White House has announced that the Civil Service Commission will be asked to review all the codes now in effect to make sure they are adequate, clearly written, and uniform.**

# Purchasing Parade



Some expert advice on badminton is offered by two P.A. champs who are well qualified.

**Jim and Joe Wanek** (l-r above), twin brothers and P.A.'s at West Allis Works of Allis-Chalmers Mfg. Co. (Milwaukee), say badminton should actually be played in a gym where there's no interference from the wind. But here are a few tips they offer to improve your outdoor game:

Jim, who has played in tournament competition since 1941, has won nine state singles championships, and was men's doubles champ for 11 years, suggests: "Hold the racket like a fly

swatter. Use a combination arm and wrist action like a pitcher in baseball. It's not a matter of how much force you use to hit the bird—it's the wrist action that counts."

Joe, who is ranked No. 2 in the state of Wisconsin for men's singles and No. 3 in the Midwest (with Jim) in men's doubles, says, "Don't let the bird drop low before hitting it, but hit it at arm's length above your head. Then you can smash it down across the net, making a return difficult. It's almost like serving in tennis."

Another P.A. champion, this time

## Personal glimpses of P.A.'s as they march by in the news

on the golf course, is **Bill Arnos** of **Motorola, Inc.** (Chicago).

At the company's annual golf outing recently, Arnos won with a score of 81, low gross.

When **Harry A. Collier**, new P.A. at **SunOlin Chemical Co.** (Philadelphia), isn't swimming in a sea of paperwork at the office, he's sure to be found in the waters of Medford Lakes, N.J., near his home. He's made it a daily ritual to take a long swim as soon as he can get out of his white collar. And he's not satisfied with just a dip, but enjoys long-distance swims.

Collier's other athletic skills include football, basketball and baseball, which he has played since school days at Valley Forge Military Academy. He also was a member of the Ursinus football team back in '43.

Another water-sports enthusiast is **Lou Thompson**, recently advanced to P.A. at **Colby Steel & Mfg. Co.** (Seattle, Wash.).

Thompson, who loves to water-ski, lives right near the water at Star Lake, near Seattle, but recently traveled 3,000 miles to indulge in his favorite hobby at Acapulco, Mexico. (Star Lake is closed to skiing and power-boats.)

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**SUBSCRIPTION PRICE:** Available only by paid subscription. Publisher reserves the right to refuse nonqualified subscriptions. Subscriptions to Purchasing Week solicited only from purchasing executives in industry, business, and government. Position and company connection must be indicated on subscription orders forwarded to address shown in box below. U. S. Subscription rate for individuals in the field of the publication \$6 a year; single copies 50 cents. Foreign rates on request.

**EXECUTIVE, EDITORIAL, CIRCULATION, AND ADVERTISING OFFICES:** McGraw-Hill Building, 330 West 42nd Street, New York, N. Y. Telephone: L'Onatre 4-3000. Teletype: TWX N. Y. 1-1636. Cable Address: McGRAWHILL, N. Y.

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**SUBSCRIPTIONS:** Send subscription correspondence and change of address to Fulfillment Manager, Purchasing Week, 330 West 42nd St., New York 36, N. Y. Change of address should be sent promptly, giving old as well as new address and including postal zone, number, if any. If possible enclose an address label from a recent issue of the publication. Please allow one month for change to become effective.

## Purchasing Week Asks

### Should Buying Safety Equipment Come Under the P.A.'s Jurisdiction?

Question asked by: Daniel Blackstone, Purchasing Agent, Brett-Guard Saw Guard Co., Englewood, N. J.



D. H. Pyfer, manager—purchasing department, Montana Power Co., Butte, Mont.:

"I think all buying should come under the jurisdiction of the purchasing department. However, this does not mean that a wise purchasing agent cannot consult with the safety director and receive advice as to the best equipment available. Modern communication systems have made it possible to receive an answer immediately if a question arises. Therefore, a purchasing agent should be able to have jurisdiction of all purchasing and be able to answer all questions—especially after he receives the proper advice from the various departments."

G. R. Myers, general purchasing department, Brown Shoe Co., St. Louis:

"No, the role of purchasing should be a secondary one in the procurement of safety equipment, because it falls in such a highly specialized field. All considerations for purchase of such equipment should be controlled through a safety division or safety head, who observes first hand through actual field study any hazardous working conditions. A sound approach is for the P.A. to work through the safety head with representatives of an insuring company, who likewise advance recommendations after studying and observing plant conditions."

Vernon Moen, manager—purchasing department, Onan Div., Studebaker-Packard Corp., Minneapolis:

"Buying safety equipment should come under the purchasing department's jurisdiction, for it is important that proper purchasing procedures be used. Safety equipment should be subject to standardization and value analysis—the same as material and equipment purchased for other departments. Although our safety officer operates under the jurisdiction of the personnel department and directs our safety program, equipment specifications are determined by the three working together—safety, purchasing, and the vendor."

K. J. Baum, purchasing agent, Labelon Corp., Canandaigua, N. Y.:

"It is true that purchasing people cannot be experts on all equipment and materials, especially in a small company. However, we should expect that, even in a one-man purchasing department, the P.A. knows more about available suppliers than anyone else in the organization. He also is most qualified to establish vendor contacts, obtain quotations, establish the most economic order quantity, and negotiate the most favorable deals. The safety engineer or plant manager probably will assist him in supply specifications."

R. B. Sullivan, plant purchasing agent, Continental Can Co., Coffeyville, Kans.:

"Yes—all procurement should come under the P.A.'s jurisdiction. Safety tops the priority list in all factory operations. Safety equipment requirements are the responsibility of, and dictated by, the plant safety engineer; however, the plant safety engineer and P.A. should coordinate their efforts to determine the type and make at the most economical cost from an approved source. This eliminates duplication and allows the purchasing agent to retain control of vendor contacts and make the most economical buy."

W. H. Mansfield, director of purchases, Plumbing & Heating Div., American Radiator & Standard Sanitary Corp., New York:

"We do not make any differentiation for purchases of safety equipment separate from other materials. The safety engineer is responsible for establishing minimum requirements and specifications. Our buyers are responsible for purchase of the equipment. Where items are specified by brand names and the volume is considerable, we request that alternate suppliers' material be tested for approval."

## Follow-Up: Letters & Comment

### Purchasing Agency

#### Northbrook, Ill.

I would like information on a general purchasing agency to serve the smaller firms that cannot afford a full-time purchasing agent.

#### A. L. Peterson

Director of Purchases  
Anetsberger Brothers, Inc.

- We do not know of any purchasing agencies that serve as a contract procurement service for small companies. Can you help this P.A.?

### Pleasant Surprise

#### Detroit, Mich.

We would like to thank you for publishing our appeal for a source of supply for a pressed non-woven fabric (PW, Aug. 14, '61, "Where Can I Buy?", p. 48).

#### Huntington, W. Va.

The response indicated that your publication is widely circulated. Much to our surprise, quite a few of your subscribers who telephoned were actually disinterested parties trying to be helpful.

#### J. J. Kale

Director of Purchases  
Michigan Abrasive Co.

### Plastic Plane

#### Huntington, W. Va.

On page 17 of your Aug. 21 issue, a picture appears on a gyroplane ("Plastic Plane"). We are interested in more details and who is manufacturing, or plans to manufacture, this plane.

#### B. F. Caldwell

Purchasing Agent  
Huntington Alloy Products Div.  
International Nickel Co., Inc.

- We suggest you contact Avian Aircraft Ltd., Georgetown, Ont., which designed and built this plane.

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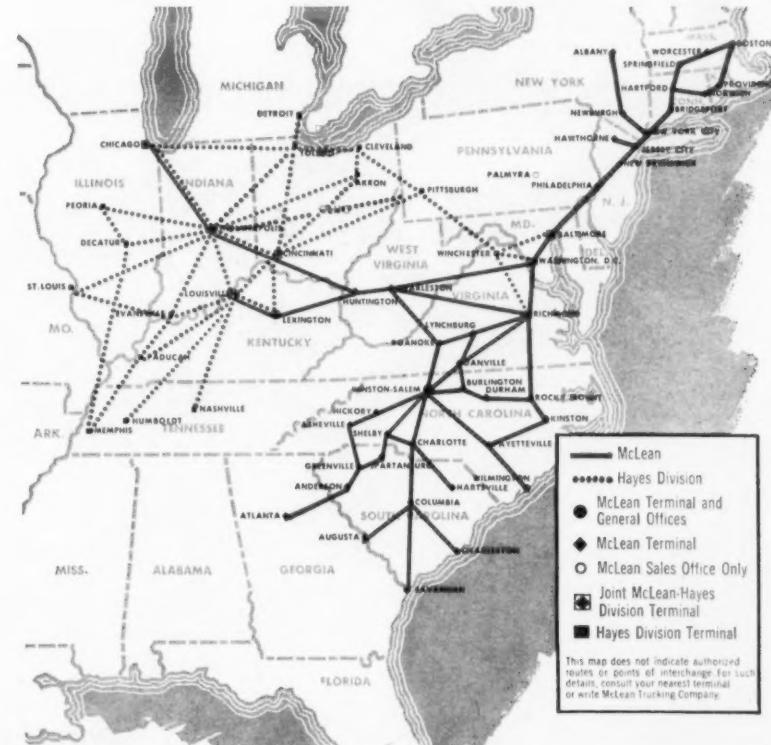
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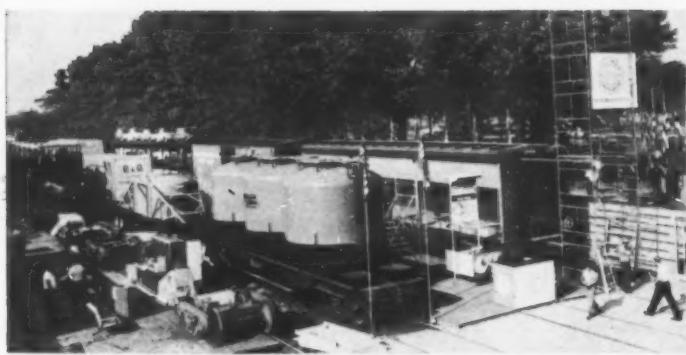


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**NEW EQUIPMENT:** Exhibits at Chicago Rail Show included Air Jet pneumatic tank-type car with 2,400 cu. ft. dry bulk capacity (foreground), box car with 50-ft., 6-in. side opening (right), and rack carriers for transporting autos and other fragile freight (left and background).

## New Rail Equipment Displayed at Chicago Fair

**Chicago**—Shippers and buyers at the Allied Railway Supply Assn. show saw graphic evidence of how the railroads hope to use increasingly specialized equipment to attract shippers away from trucks, barges, and pipelines.

Among the key trends:

- Specialized cars equipped for pneumatic unloading of dry materials—aimed at chemicals and hop producers.
- Double and triple rack auto carrying cars—aimed at Detroit automotive companies.
- Aluminum - covered tank hopper cars designed to permit greater payload in proportion to gross weight—aimed at shippers of dry, granular, or powdered commodities.
- Freight protection devices, such as shock absorbers and easier access boxcars with large side opening—aimed at anybody who ships by boxcar.
- Roller bearings for replacement of old journal bearings—designed for every railroad that has been plagued with "hot boxes" at one time or another.

Purchases of new equipment in the railroad industry have been at low ebb for some time, as railroads struggled through the recession, attempted to merge, put new rates in effect, find ways to solve passenger deficits.

But one railroad man said: "There's a feeling that business is picking up, but that's about it. Railroads will start making up their budgets for 1962 in September and October, and will assign priorities for expenditures."

Union Tank Car Co. announced during the show that it was extending its railroad tank car leasing facilities to shippers of dry bulk commodities. The products will be moved in the company's new aluminum-covered tank hopper cars with capacity of 4,000 cu. ft.

The first two of the new cars will move out of Union Tank's construction shop and into service for moving vermiculite. Aluminum, Ltd., developed the tank car.

Perhaps with one eye on the international situation, E. Paul Gangewere, president of the Reading Railroad, said, "Those who know from experience the demands placed on railroads in time of war, doing jobs only railroads can do, are filled with frustration when they see the debilitating effect our national transportation policy is having on American railroads."

Unless more action is forthcoming in transportation legislation now pending before Congress, "the effect would be the same as a systematic destruction of the railroads," Gangewere told the annual convention of Coordinated Railroad Assns., which was held in conjunction with the show.

## Rail Piggybacking Bill Sidetracked in Senate By Commerce Committee

**Washington** — The Senate Commerce Committee voted 9-8 to bottle up for the rest of the year a bill aimed against piggyback freight hauling by railroads.

The bill would require the ICC, when reviewing rates, to consider the effect of piggyback rates on any competing rail, truck, ship, or air freight service.

The measure has been supported strongly by the trucking industry and the Teamsters Union.

Backers of the bill believe it would open the way for possible ICC orders forcing railroads to raise their piggybacking rates, thus making the service less competitive with truck lines.

## New San Francisco Firm To Lease Autos, Trucks

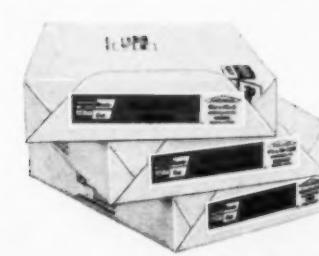
**San Francisco** — A new auto and truck leasing firm, Varner-Ward Leasing Co., has been established here to provide smaller corporations and individuals with the same service now available to larger firms. The company said it will serve all of northern California, leasing any make or model of auto or truck, providing fleet insurance rates, and handling general transportation problems of lessees.



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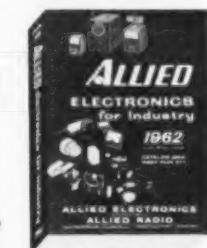
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## Industry News in Brief

### Armco Unveils New Line

Middletown, Ohio — Armco Steel Corp. unveiled a new 72-in. continuous zinc-coating line, the widest continuous sheet galvanizing unit ever built, according to the company. The \$8.5-million line has an average capacity of 30 tons of zinc-coated steel in sheet or coil form per hour.

### G-P Buys

Portland — Georgia-Pacific Corp. has expanded its marketing area by acquiring White Containers, Inc., Monticello, Ia., which has capacity for producing 10-million sq. ft. of corrugated containers per month.

### Sales Agent for Presses

Montclair, N. J.—Press Room Equipment, Inc., will act as exclusive sales agent for Frank W. Egan & Co.'s full line of coil handling and feed equipment. Press Room Equipment will represent the Somerville, N. J., firm throughout New Jersey, Eastern Pennsylvania, and lower New York State, including New York City and Long Island.

### To Market GE Silicones

Chagrin Falls, Ohio—Electrolock, Inc., distributor of electrical insulating materials, will market General Electric silicone products for the electrical and electronics industries. The company serves users of GE silicones in the Ohio and Erie County, Pa., areas.

### Output Starts

Richmond, Va. — Reynolds Metals Co. is producing aluminum coil strip conductor, which it claims is now available for the first time with smooth, pre-contoured edges.

Production at the McCook, Ill., plant, in thicknesses of .016 in. to .051 in., processes the strip so that burrs and other irregularities that may exist on edges of ordinary slit strip are eliminated. This permits more compact winding of electromagnetic coils and overcomes damage to insulating media.

### L&A Signed

Redwood City, Calif.—Long & Associates, Inc., has been appointed electronics representative in the San Francisco area for Ward Leonard Electric Co., Mt. Vernon, N.Y. L&A will distribute such Ward Leonard products as power resistors, ring type rheostats, magnetic relays, and metal film precision resistors.

### To Advise on Labeling

Omaha, Neb. — Paramount Paper Products Co. has established a new department to analyze labels and offer suggestions for their improvement. The unit also will suggest copy and design for new labels.

### Unisorb Distributor Named

Cleveland—Mau Sherwood Supply Co., has been named distributor for the Unisorb Div. of Felters Co., Boston. The company will handle such products as Unisorb machine mounts, Level-Rite devices, and Unisorb cements.

### New Bonner & Moore Rep

Washington—Computer Concepts, Inc., has been named to represent Bonner & Moore Engineering Associates, Houston, Tex., throughout a 26-state area in the East. The firm will serve potential customers in the fields of operations research and process control analysis.

### Automatic Readers

Los Angeles—Dashew Business Machines, Inc., will begin

production of its all-purpose automatic readers with an initial run of 200.

The new readers are to be used with office accounting machines, calculators, and adding machines, and can be included in systems for data collection and transmission.

### Names Distributor

Inglewood, Calif. — Flight Electronic Supply Corp., affiliate of Liberty Electronics Corp., has

been appointed exclusive distributor in the greater Los Angeles area for Leach Relays.

### To Make Teaching Machines

Norman, Okla.—Dorsett Electronics, Inc., announced the acquisition of American Teaching Systems, Inc., Los Angeles, developer of automatic teaching equipment. American Teaching Systems, Inc., will be operated as a division of Dorsett Electronics, Inc.

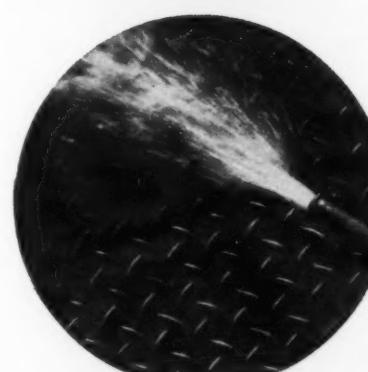
### Adds Florida Distributor

New York—Feedrail Corp., manufacturer of Industrial Trolley Busway and Crane and Hoist subsidiary.

Electrifications Systems, has appointed Shannon Associates, Orlando, Fla., as distributor in the Florida area east of the counties of Jackson, Calhoun, and Gulf.

### Names Sales Rep

Catasauqua, Pa.—Lehigh Fan & Blower Div. of Fuller Co. appointed Pacific Pneumatics as its sales representative in the southern California area. Pacific Pneumatics, which specializes in engineered components for pneumatic systems, also will handle compressor sales representation for Sutorbilt Corp., another Fuller subsidiary.



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WRITE FOR BULLETIN SD-S13

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## Professional Development Perspective



Consultant Lamar Lee, Jr.  
Stanford University Graduate School of Business Faculty

### Discusses the Future Of Purchasing Education

Several times each year, I am asked: "What do you think you will be teaching in your purchasing courses five or ten years from now?" It's natural to be interested in the future, but there is an underlying connotation of the question that frightens me.

It suggests that purchasing courses are the core of purchasing education. In my judgment, nothing could be further from the truth.

The qualified purchasing executive of today and tomorrow must be both technically and managerially capable. But technical knowledge of purchasing alone does not qualify one to be a purchasing manager. Let's analyze the reasons for this.

Businesses are typically organized with six basic functions: creation and development of the idea or product, finance, personnel, purchasing, conversion, and distribution. But technical knowledge of one of these basic functions isn't enough for a top manager. He must be able to communicate with his six functional department heads, and they, in turn, must communicate with each other.

But communicating means more than just talking; it means exchanging constructive information. Both parties must know exactly what they are talking about. How can a purchasing executive constructively coordinate his responsibilities with those

of his peers, his boss, or his subordinates without knowledge of their functions? How can he co-ordinate purchasing with production without knowledge of production planning and control? How can he discuss inventory investment levels intelligently without understanding the viewpoint of the treasurer?

The often-missed point is that the narrowly trained specialist can't. He doesn't know enough about their function. This is why purchasing courses alone aren't enough.

For each functional head to communicate with the others, he must be capable of thinking in terms of the others and in terms of the company as a whole. Solutions to problems should be company solutions, not departmental solutions.

In addition to this functional knowledge, the P.A. must have knowledge of the basic tools of business; i.e., statistics, accounting, economics, psychology, and English. A liberal touch of the humanities helps put human behavior and thought processes in historical perspective.

Only this broad range of knowledge will permit the purchasing executive to make the management and technical contributions that assure his company full mileage from the purchasing function. It's not spending 50% of a company sales dollar *per se* that makes purchasing important. This responsibility constitutes the technical part of the purchasing assignment. The skill with which it is accomplished has an important bearing on the company's success. But it is only a part of purchasing's responsibility.

The management side of purchasing is normally more important and more difficult to accomplish. For example, the purchasing executive who can bring about the proper solution of a company-wide problem of inventory control that cuts across finance, purchasing, production, engineering, and sales lines is a most valuable individual. The correct solution of this problem can often make a company stronger and more competitive than the solution to any material problem. There are many similar interdepartmental problems that are virtually crying for someone with the proper skill to solve them.

The technical function of buying will of necessity be accomplished in one way or another by specialists. The management functions of purchasing can go by default without notice, or be performed less capably by other departments.

These are the reasons why purchasing executives must strive for general business knowledge. Too often purchasing is denied its rightful place in an organization, and frequently the reason for such denial stems from management's beliefs that other units in the organization are more qualified managerially to perform certain purchasing functions.

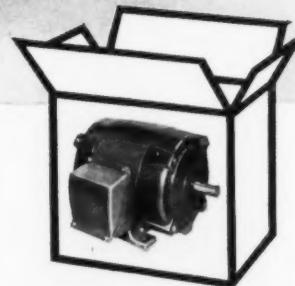
This leads us back to where we started. What kind of purchasing courses will be taught ten years from now? My answer is that in the next ten years, the content of college purchasing courses will probably change but little, because the basic principles of the purchasing function are well established.

What is going to change rapidly?  
(Continued on page 17)



## Millions of motors in corrugated

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# NAPA Pro-D Committee Huddles on Fall Plans

**Chicago** — Professional Development planning got into high gear for the fall as the NAPA Pro-D Committee met here with a top-level group of business educators. The two-day conference of 31 educators and purchasing executives reviewed progress on Pro-D proposals made since the NAPA convention in June, and mapped out details of the educational effort for the coming season.

Relations with schools and colleges topped the list of issues tackled by the group under the chairmanship of Harold A.

on-the-job experience in operating problems. This would develop a sound link between theory and practice, the group felt, and help the teachers orient their instruction to include current purchasing problems.

National and local programs came up for discussion, with reports made on progress toward a top-level purchasing seminar to be held in three universities.

On hand to help lay the groundwork for speedily effecting professional development goals and ironing out problems

were Russell T. Stark, Sr., director of purchases, Burroughs Corp., Detroit, NAPA president, and Marshall G. Edwards, administrative assistant, NAPA.

Edwards reported on a survey of schools and colleges offering purchasing courses. Based on a two-thirds return, 217 purchasing courses are being offered in 125 schools, Edwards said. Final total of a 1953 survey had been only 191.

"It is most important that 46% of the schools responding thus far offer a separate purchas-

ing course," Edwards remarked.

Long-range goals, scholarships, and the like also drew the attention of district committee chairmen and division chairmen: Walter E. Willits, Conover-Mast Publications, Inc., development; Rufus Tobey, Crown Zellerbach, Portland, local and district activities; Dwight Brooks, Burroughs Corp., schools and colleges.

Acting as a sounding board for P.A. thinking, and on hand to give the instructor's viewpoint were: P/W Consultant Dr. Clyde Hardwick, University of Detroit; Dr. Kenneth Cox, North Texas State, Denton, Tex.; Dr. Wilbur England, Harvard University,

Cambridge, Mass.; Dr. I. V. Fine, University of Wisconsin, Madison; Dr. John H. Hoagland, Michigan State University, East Lansing; Dr. Albert Schreiber, University of Washington, Seattle; Prof. William P. Stilwell, University of Wisconsin; Dr. Herbert Van Schaack, State University of New York, College of Education, Oswego, N.Y.; and P/W Consultant Lamar Lee, Jr., director of purchasing, Stanford University, Palo Alto, Calif.

## Pro-D Pointer

Purchasing Agents Assn. of Washington, D. C., has established three membership honorariums designed to encourage active participation by purchasing neophytes.

These entitle recipients to free membership and defray part of monthly dinner meeting costs. Eligibility is limited to young people just entering purchasing or to college students interested in a purchasing career. They must become active in local committees and attend all regular meetings.

**Payoff:** Build up corps of active and interested members.

Berry, purchasing manager, Rock Island Railroad, Chicago.

The meeting confirmed the first two doctoral research fellowships awarded by a committee directed by Prof. Wilbur England, Harvard Business School. These fellowships sponsor research in purchasing subjects to be done by Ph.D. candidates.

Recipients of the \$3,600 grants are Victor Doherty, Michigan State University, for "The Professionalization Process in the Field of Purchasing," and Donald A. Lindgren, University of Wisconsin, for "Data Processing in Purchasing."

The group also considered a NAPA-sponsored "intern" program which would bring college business instructors into purchasing departments for practical,

## Pro-D Perspective

(Continued from page 16)

cally in the next ten years are the qualifications of the purchasing executive, not the contents of purchasing courses. The head of the 1971 purchasing department will be a broad gaged executive who is well versed in all phases of business and management knowledge. His greatest value will lie in his ability to integrate purchasing with the other basic functions and to motivate and coordinate the personnel of the purchasing department for their good—and for the company's good.

He will understand thoroughly the economic, and political environment of business in general. He will have a breadth of vision beyond the scope of his own area of activity. Above all, he will have a top management perspective, an aptitude for considering problems from the viewpoint of the entire company. He will be among his company's most valued and highest paid personnel.



"We turn to the Yellow Pages for help with our local and out-of-area purchasing," says C. W. George, Purchasing Agent, Minnesota Mining & Manufacturing Co., St. Paul, Minnesota. "We keep three local Yellow Pages directories on hand at all times and our purchasers also make good use of the Yellow Pages directories of many other large cities. Recently, when we were opening a new plant in West Virginia, the Baltimore Yellow Pages directory was one of the references we used in locating area and local sources of supply."



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# In the World of Sales

**Harvey C. Griffith, Jr.**, has been promoted to manager-sales planning and promotion, Technical Products Operation, Defense Electronics Div., General Electric Co., Syracuse, N. Y.

**Francis L. Ross** was made sales manager of Micromodular Components, Div. of Ling-Temco Electronics, Inc., Anaheim, Calif.

**Charles G. Brown** and **John L. Dayton** have moved up to district sales managers-plastics, eastern and midwestern districts, respectively, Pittsburgh Plate Glass Co., Pittsburgh.

**Bryan W. Guess** has advanced to head of sales, new potash division, Texas Gulf Sulphur Co., Houston.

**Harvey D. Cooke, Jr.**, has been named sales manager, Stanley Building Specialties, division of The Stanley Works, North Miami, Fla.

**Merle J. Davis** has been assigned the post of sales manager in charge of domestic and world sales, Anchor Alloys, Inc., Brooklyn, N. Y.

**James O. Sanders**, former general sales manager of Texaco, Inc., has been elected executive vice president, Paragon Oil Co., New York City.

**Douglas V. Bryde** has been elevated to district sales manager, British Overseas Airways, Atlanta, Ga.

**Jack M. Blalock** has been promoted to manager of heavy chemical sales, General Chemical Div., Allied Chemical Corp., New York City.

**Maurice H. McGuire** has moved up to general sales manager, Hydro-Aire Co., Burbank, Calif.

**John R. Popovich** has been given the newly created post of director of bearing sales, Freeway Washer & Stamping Co., Cleveland.

**S. Weiss** was appointed director of sales, Uher Div., Martel Electronics Sales, Inc., Los Angeles.

**Louis N. Prosser** has joined Burton Manufacturing Co., Los Angeles, as sales manager. He was formerly with Servomechanisms, Inc.

**Oskar A. Olofsson** has been elevated to regional sales manager, Airborne Freight Corp., New York City.

**Russell B. Miller** was given the post of general sales manager, Chicago Pneumatic Tool Co., New York City.

**Bruce N. Wilson** has been assigned the post of sales manager in the Far East, Kaiser Aluminum International, Tokyo, Japan.

**Virgil C. Dollman** has been promoted to manager, tubular sales department, Wheeling Steel Corp., Wheeling, W. Va.

## Professional Development Calendar

**New York:** Industrial Education Institute—Getting More Efficient Retrieval and Re-Use of Business Information, Hotel Belmont Plaza, Sept. 29.

**Cleveland:** Western Reserve University, Cleveland College—Effective Speaking, 10 sessions, Wednesday evenings, beginning Oct. 4.

**Cleveland:** Industrial Education Institute—Finance and Accounting for the Non-Financial Manager, Hotel Pick-Carter, Oct. 16-17. Also given at Chicago, Hotel Sheraton-Blackstone, Oct. 19-20; Philadelphia, Hotel Sylvania, Nov. 13-14; New York, Hotel Belmont Plaza, Nov. 16-17.

versity, College Park, Md.—Industrial Purchasing, spring semester.

**Detroit:** University of Detroit, Institute for Business Services—Dynamic Negotiating Techniques, Nov. 11-Dec. 16 and Jan. 6-Jan. 20.

**Detroit:** University of Detroit, Institute for Business Services—Economics of Price & Cost Analysis, Feb. 10-April 7.

**Detroit:** University of Detroit, Institute for Business Services—Problem Solving Techniques for Purchasing, April 14-June 2.



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## Purchasing Week's Professional Perspective



### CONSULTANT JOSEPH W. NICHOLSON

Former NAPA President and City P.A. for Milwaukee

#### Discusses the Role of the Municipal P.A. In Disposal of Scrap and Surplus Equipment

Most industrial purchasing agents handle scrap and surplus equipment disposal for their companies. But the municipal buyer seldom is assigned this responsibility, with the result that many public dollars go down the drain every year because the man most knowledgeable about the materials market doesn't have a chance to get the city the best price.

In my experience, it's best to let the public buyer control all city scrap disposal on the basis of competitive bids. Milwaukee gave my department this responsibility in 1930 with the idea that the same competitive bidding procedure which had saved the city millions in the purchase of new items would bring similar savings by getting the best price for scrap. Also, it would enable the transfer of surplus equipment from one department to another where it could be used.

Experience points to several recurrent problems that the P.A. must watch like a hawk. Several case histories from Milwaukee illustrate this:

• **Watching the watchman.** A night watchman was hired to guard plumbing supplies at a demolition project, but there were mysterious "disappearances" that he couldn't account for. So a supervisor from our department "staked out" the project along with a policeman. They caught the watchman handing pipe and other items from a city shed to an accomplice outside.

• **The missing bridge.** The superintendent of public buildings informed the Purchasing Dept. that he had a dismantled bridge to scrap. But when the P.A. went to the yard where it had been stored, it wasn't there. Investigation revealed that the foreman of the yard had sold it and pocketed the money. He made restitution and was fired.

• **The big rail robbery.** When Milwaukee tore up its street car tracks, the rails were laid aside and disposal bids taken on the basis of where-is-as-is. We expected that there might be thefts of this valuable steel, so we secretly marked some rails with chalk. Sure enough, a large part of the scrap disappeared. Local scrap yards were searched, and the rails were found, in process of being cut up. The chalk marks identified the rail, the dealer went to jail, and the city got a better price for the rails because they were now in blast-furnace size pieces.

• **The purloined fireboat.** The Fire Dept. asked Purchasing to dispose of an old wooden-hulled, steam fireboat. We examined the craft, found that its metal boilers and fittings should bring a good price, and called for bids. But when the junkers went to look over the boat at pierside, it had disappeared. We searched every inlet along the Milwaukee River, and, in an out-of-the-way cove, we came upon the empty hull. Not a piece of metal remained.

We then began searching the junk yards for the "innards." While this was going on, a disgruntled junkie burst into my office, crying that he had been double-crossed by another dealer. It seems they had agreed to buy the boat on a 50-50 basis, paying \$200 to a Fire Dept. superintendent of machinery. But the other dealer had moved it from the pier before the complainant could join in the venture. The complainant directed us to his dishonest friend, and we caught him in the act of loading the iron into a freight car.

It turned out that the dealers weren't at fault (except in the double cross). They hadn't heard that the city Purchasing Dept. was handling the sale, and had

acted in good faith, believing the Fire Dept. official had the authority to sell the boat. The official was fired.

• **The gift package.** Shortly after Purchasing took over the salvage job, our supervisor found a couple of large crates in a storage yard while taking inventory. The contents: Two large bronze angels. We later found that they were now ornaments cast for the battleship "Milwaukee" during World War I. The Navy had shipped them to the city some 12 years before, but no record had been made of their receipt. Since no one had ordered them, nobody ever asked why they were delivered, and they were just pushed to the back of the yard.

These and similar experiences show that an airtight procedure is needed to prevent thievery and bring the best prices. The following steps are recommended:

1. Send the salvage supervisor into every storehouse and yard of the city to take inventory of all items which have become obsolete, surplus, and worn out.

2. Send a notice to all departments listing all usable items and inviting their inspection before disposal.

3. Set up rules for the handling and proper segregation of scrap. If this is not done, the metal will be sold for the value of the lowest quality or least desirable in any lot.

4. Prepare bid forms and scrap removal forms.

5. Take sealed bids; open them publicly; require 10% in cash or certified check with all bids. This requirement can be waived if bids from other governmental agencies.

6. Award the items to the highest bidders.

7. Require the successful bidders to bring in the balance of the bid before giving them a removal certificate.

8. Do not permit anything to be removed unless the salvage supervisor is present. This precaution is important to prevent unauthorized removal of other material.

9. Watch for weighing tricks like switching trucks or adding weight to empties.

10. Be sure to use only certified weighing scales, and require certified weighing tickets.

Routine or rush, specify Delta Jet Freight—

## SOLUTION FOR FLYING FISH

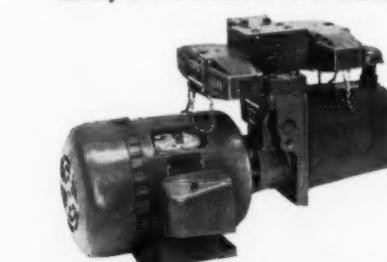


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# DOW PRIMED TO REAP BENEFITS FROM CENTRALIZED PURCHASING

## TEAMING BUYERS WITH MARKETING, DISTRIBUTION TO GET FIRST MAJOR WORKOUT IN NEGOTIATIONS ON CHEMICAL FIRM'S 1962 MATERIALS CONTRACTS

Dow Chemical Co.'s corporate purchasing reorganization, which got into high gear last spring with the appointment of D. K. Ballman as vice president of purchasing, marketing, and distribution (see PW, May 22, '61, p. 1), has taken hold and is now primed for its first real test—contracting material for 1962.

The realignment, which shifted personnel at Dow's various plants as well as the Midland, Mich., home office, has jelled in the new purchasing structure (above right), and the benefits from the reorganization are beginning to be apparent.

Ballman's appointment was designed to improve internal communications among the three functions—purchasing, marketing, and distribution. But even before that, another step was taken: The long-time manager of the company's corporate pricing department, David C. Baird, was moved into the slot of corporate director of purchasing.

Describing the realignment as it stands now, Baird told PURCHASING WEEK, "We cannot borrow our operations from the experience of others. Our system will suit our particular requirements and mode of operation."

### Reason for More Coordination

The main reason Dow lumped purchasing with marketing and distribution under one vice president is coordination. With one man handling the communications lines to the three functions, purchasing will be better able to plan on a long-range basis, rather than year to year, Dow feels.

Related to this, purchasing will be able to draw on the research organization already in operation under the sales department. Baird has recognized the need for research and planning, but under the old system his department would have to go directly to sales for its information, thus exposing purchasing to the danger of becoming subservient to sales. Now, all three—sales, purchasing, and traffic—can gain equal access to an already operative organization rather than form three separate and overlapping research units.

Getting distribution and traffic hitched to the same wagon was another plus for purchasing. Previously, these functions had been a staff job in sales, because of the company's terminal operations. At present Dow ships out more than it receives by a ratio of about 4 to 1, but in the early days the ratio was even higher. If this ratio continues to decrease, purchasing will be better off on incoming goods with traffic working closer to it, according to Baird.

Training programs also are expected to improve. The company's staff psychologist is already at work on a program in which new salesmen can practice on new P.A.'s using simulated situations. Idea here is to sharpen the techniques of both sides from the mutual contact.

On the next level of the organization chart, in the corporate purchasing department, changes also are in the making. Now in the setup are "commodity purchas-

ing managers" to oversee or do the buying in certain specific areas. These managers cover aromatics, chemicals consumed in the production of products, packaging, and national supply contracts which concentrate on equipment leasing.

In some cases the commodity managers will do the actual buying, especially when the dollar volume is large. Equipment and capital acquisitions may go on the commodities list later. Also being set up now is a small staff attached to the corporate organization to coordinate miscellaneous local purchasing activities.

Baird expects to get a more flexible negotiating team through his commodity managers. They will not do administrative work—that's still a local level function—but will operate solely to negotiate and buy. The commodity man will not have to worry about orders and releases; all of that will remain on the local level.

Manning this new organization has required some personnel shifting, but it has been an internal matter so far. Dow started its move in January when existing contracts still had a year to run, so that reorganization could proceed without an immediate need to carry on major buying activities. The purchasing director puts it this way: "We did not want to create any cracks."

Dow currently employs about 200 personnel classified as purchasing agents. The director of purchases feels that to make the change-over least upsetting employees must not get the idea that the home office is "coming in with a broom." Instead Dow has stressed that the purchasing reorganization is in fact an opportunity for the divisional purchasing managers.

### Wider Picture Now Possible

Says Baird, "Midland, a small community, is not difficult to adapt to, because most of our facilities are isolated in small communities. From a job development point of view, however, our division people who have been isolated with production will now get a wider picture of the company."

To the Midland office this makes sense, because Dow is much more diversified in products than it is in geography. In other words, the centralized purchasing staff will deal with the plant manager rather than with the product manager.

The careful shift to centralized purchasing, both in the manner of handling personnel and in defining responsibilities of the new positions, is all part of Baird's philosophy that complete centralization is impractical. To find the right limits of control, plus the home office relation to the operating levels, is a rather slow process. And the purchasing head sees no need to have all the answers right from the beginning.

"Actually, we haven't even tried out our new system yet, since we are still running on our 1961 contracts which were negotiated locally. We do know that the central office has a responsibility to the P.A. at the local level as well as to the plant managers," he explains.

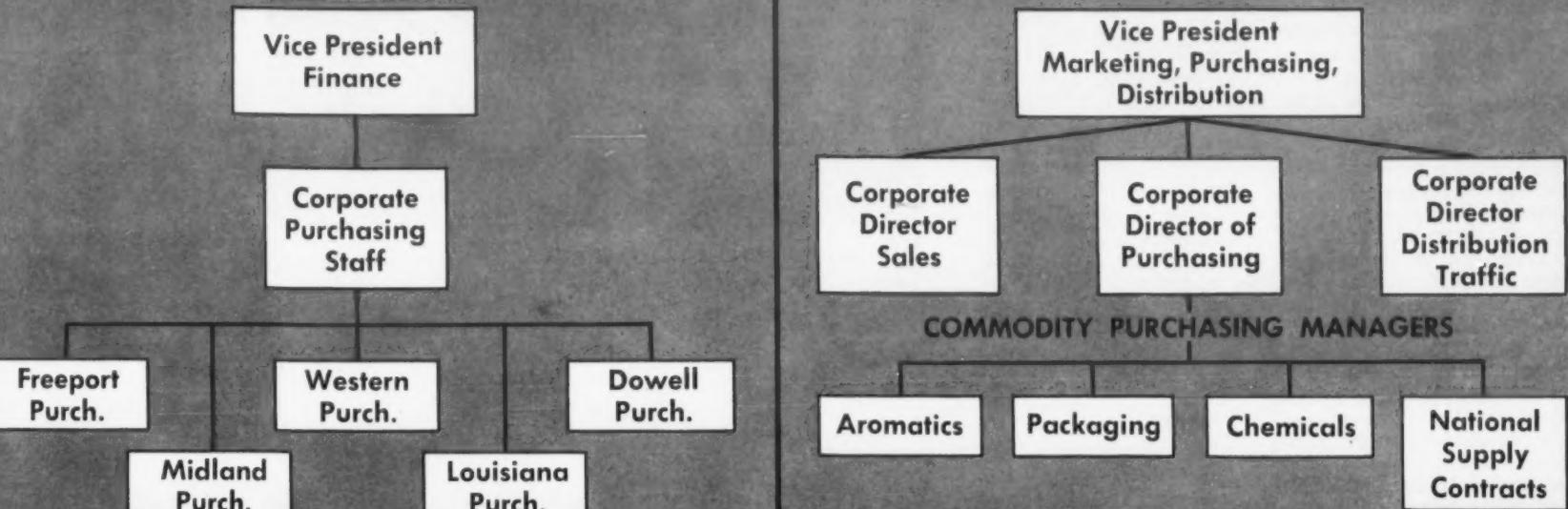


**"It is not possible, feasible, nor advisable to have complete centralization," says Dow's director of purchases, David C. Baird. "So we are setting up an organization in which certain commodities—those that are important dollar-wise or those that are multi-use—will be purchased by Midland. We haven't established a break point for these decisions, and it certainly will not be arbitrary. We do know there is an optimum point of centralization, but we haven't determined it yet. The fabric has to fit the rest of the organization; we cannot change it to fit us."**



**"People are not very prone to change so we wanted time for adequate discussion. We wanted to sit down and explain why. We are not forcing the change, yet so far there have been no refusals to the move. Our people saw in this move a big opportunity for advancement that may not have existed before. There is a great deal of incentive for a top division P.A. to come to Midland because he has the advantage of getting to know all sides of the business. He can meet with people from research, marketing, executive, and any other facet of our varied activities."**

# HOW DOW REVAMPED ITS PURCHASING SETUP



**OLD:** Informal coordination of purchasing via the traditional decentralized divisional organization worked for Dow during the post-war period when the volume and kind of buying at each plant were separate and well defined. Emphasis was for building within this structure.

**NEW:** But as the company expanded, duplication of purchasing increased. To get long range planning and research, plus quantity purchase price breaks, Dow took the step toward corporate realignment. However, some purchases still are made at the local level.

Baird is mainly interested in building a compact, streamlined purchasing department staffed with P.A.'s of high managerial caliber. By normal attrition he expects to trim down the total number of buyers required to cover the company's needs. For example, Dow used to have three people buying carbon bisulfide in different localities. Now there is only one.

On the local level, division purchasing departments now report to the plant general manager. However, corporate purchasing has commodity management; that is, the plant manager has the responsibility for keeping his operation producing, but the central purchasing department has a free hand in procuring that plant's materials.

Baird acknowledges that complete purchasing centralization for Dow is not likely. Consequently, Midland will not control all purchasing decisions. In Texas, for example, the company buys large quantities of oyster shells for its lime operation. These purchases are significant, in dollar value, but the local P.A., because he knows the special circumstances in dealing with numerous local suppliers, will continue to control oyster shell procurement.

In the case of benzene and toluene, however, corporate purchasing has taken over all buying responsibility for three Dow divisions. In the past each division negotiated its own contracts which often caused over-purchasing at one location and under-purchasing at another. Now, with close production scheduling developing at the corporate level, central purchasing will be able to coordinate the flow of these materials in proper quantities.

#### Years of Planning Behind Move

Centralization was no spur-of-the-moment decision. In fact, the move had been under discussion since 1955 when the problems of managing the purchasing for a highly diversified, widely scattered company began to multiply.

Before World War II most of Dow's activity was at Midland. When it acquired operations that it now calls its Western Div. (Pittsburg, Calif.) in 1938, purchasing activities were left autonomous. Later, the Texas Div. entered the picture. Originally Texas produced large quantities of a few heavy chemicals, while Mid-

land for the most part was a diversified, small-run operation producing over 1,000 products.

Because the two divisions were well defined in nature, centralization was not considered necessary. Informal coordination via the traditional operating level to top management chain of command worked (see chart above). In 1946 Dow brought the Western Div. in closer to the home office through executive personnel changes, but main emphasis in the postwar period was expanding the business within the existing structure.

#### Scene Set for Reorganization

When Carl A. Gerstacker, now chairman of the board, moved from purchasing to become treasurer, he made an early step toward centralization with a small liaison staff working between the home office and the divisions. This was still a far cry from centralization, however. While Gerstacker was treasurer, Dow added some 23 plants across the country. The scene was set for reorganization.

Purchasing activities at Midland, the Western Div., and Freeport, Tex., were increasing in volume, but, as a portion of the total purchasing dollar spent, they were actually declining. Dow discovered instances of two divisions unknowingly negotiating separately for the same product. In some cases, divisions were even bidding against each other.

Small and large facilities, despite geographic proximity, maintained separate purchasing operations, leading to considerable duplication of effort. Negotiation was spread so thin that Dow discovered dissimilarity in the cost of identical items. In the wake of these findings, the final decision for centralized purchasing came last fall.

Baird feels that the realignment will benefit vendors, too. The door is still open to the local man—like the oyster shell broker. But at the same time a national concern can now deal with one man for one over-all contract. He points out that a supplier can plan for total requirements rather than divide up bid replies. Like the internal pipeline, Dow expects the lines of communication to vendors to be shorter with centralized purchasing.



**"Our commodity managers will oversee or do the buying in clearly defined areas. In some cases they will do the actual buying when the dollar volume is particularly significant. The commodity man also will manage products and commodities in his category that are purchased locally. Equipment and capital investments may be added to the commodities section later, but real estate will be left with the legal department where it belongs. I plan to set up a small staff of purchasing agents to coordinate the local buying activities that do not fall into the commodities section."**



**"We long realized the need in purchasing for more and more emphasis on planning and research, but we didn't want to create the function in purchasing when the staff for it already existed in the sales department. Now there will be one marketing research set-up to serve sales, purchasing, distribution, and traffic. This is only one illustration of how we now can use groups that are already set up in the company, instead of organizing our own. Purchasing people will have a much closer, day-by-day relationship with new developments."**

## Niagara District P. A. ssociation Slates One-Day Education Session

**Niagara Falls, Ont.**—NAPA members, as well as Canadian District Assn. members, have been invited to participate in the Purchasing Agents Assn. of Niagara's District Educational Conference here, Oct. 21.

The one-day program is aimed at achieving better communications. "What Management Expects from P.A. in the Way of Communications" will be discussed by George H. Milne, secretary-treasurer and director, Horton Steel Works Ltd., Fort Erie, Ont.

Dr. H. Van Schaak, professor of psychology, State University of New York, will lead off the afternoon session with a talk on "Person to Person Communications."

A three-man panel will review communications from the business literature viewpoint. Panelists include: A. Plosz, public

relations department, Ontario Paper Co. Ltd., Thorold; K. Patrick, purchasing agent, Horton Steel Works Ltd., Fort Erie; D. G. Overall, maintenance superintendent, Cyanamid of Canada Ltd., Niagara Falls, Ont.

Another facet of communications will be reviewed by Miss J. V. LaMarsh, member of parliament for the Niagara Riding. She will discuss communications between elected representatives and their constituents.



**CONFERENCE HUDDLE:** Members of Niagara District P. A. Assn. educational conference committee discuss final details (l-r): D. J. Keppy, Ontario Paper Co.; R. E. Witt, Cyanamid of Canada Ltd.; D. A. Powell, Dominion Brake Shoe Co. Ltd.; G. R. Clark, Sheraton Brock Hotel.

## Lukens Steel Planning New Electric Furnace

**Coatesville, Pa.**—Lukens Steel Co. said it plans to build a 100-ton electric furnace for making carbon and alloy steel plate products.

The \$6 1/4-million project will include construction of scrap handling area, a mold stripper building, and a hold storage and preparation building, said Charles L. Huston, Jr., Lukens president.

The new electric furnace, which will be the company's second of this size, is scheduled to go into operation within 12 months.

## Commercial Production Of Tough EPR Rubber Begun by Enjay Chemical

**New York**—Enjay Chemical Co. said it has begun the first commercial production in the U. S. of a new synthetic rubber which has outstanding resistance to ozone weathering and chemicals.

The new rubber, known as Enjay-EPR (ethylene-propylene rubber), is available in tonnage quantities from the company's Baton Rouge, La., plant. It is being offered at a price of 26¢/lb., f.o.b. plant in carload lots, for market development and commercial use.

Enjay, a division of Humble Oil & Refining Co., said the new rubber complements its butyl rubber line. The company is a long-time supplier of butyl rubber to industry for manufacture of tires and tubes, wire and cable insulation, and many widely used mechanical parts.

## TCF to Begin Making Plastic Packaging Film

**Cornwall, Ont.**—TCF of Canada, Ltd., manufacturer of transparent cellulose film, said it is entering the field of plastic packaging films.

The company has completed the installation of polyolefin film extrusion equipment at its plant here and will begin making polyethylene and polypropylene packaging film immediately.

TCF said this step makes it the first major manufacturer of transparent packaging materials in Canada to produce polypropylene domestically.

### AMA Moves Offices

**New York**—The American Management Assn. will move the headquarters of its national and international organizations from 1515 Broadway to a new office building now under construction at 135 W. 50th St., adjacent to Rockefeller Center.

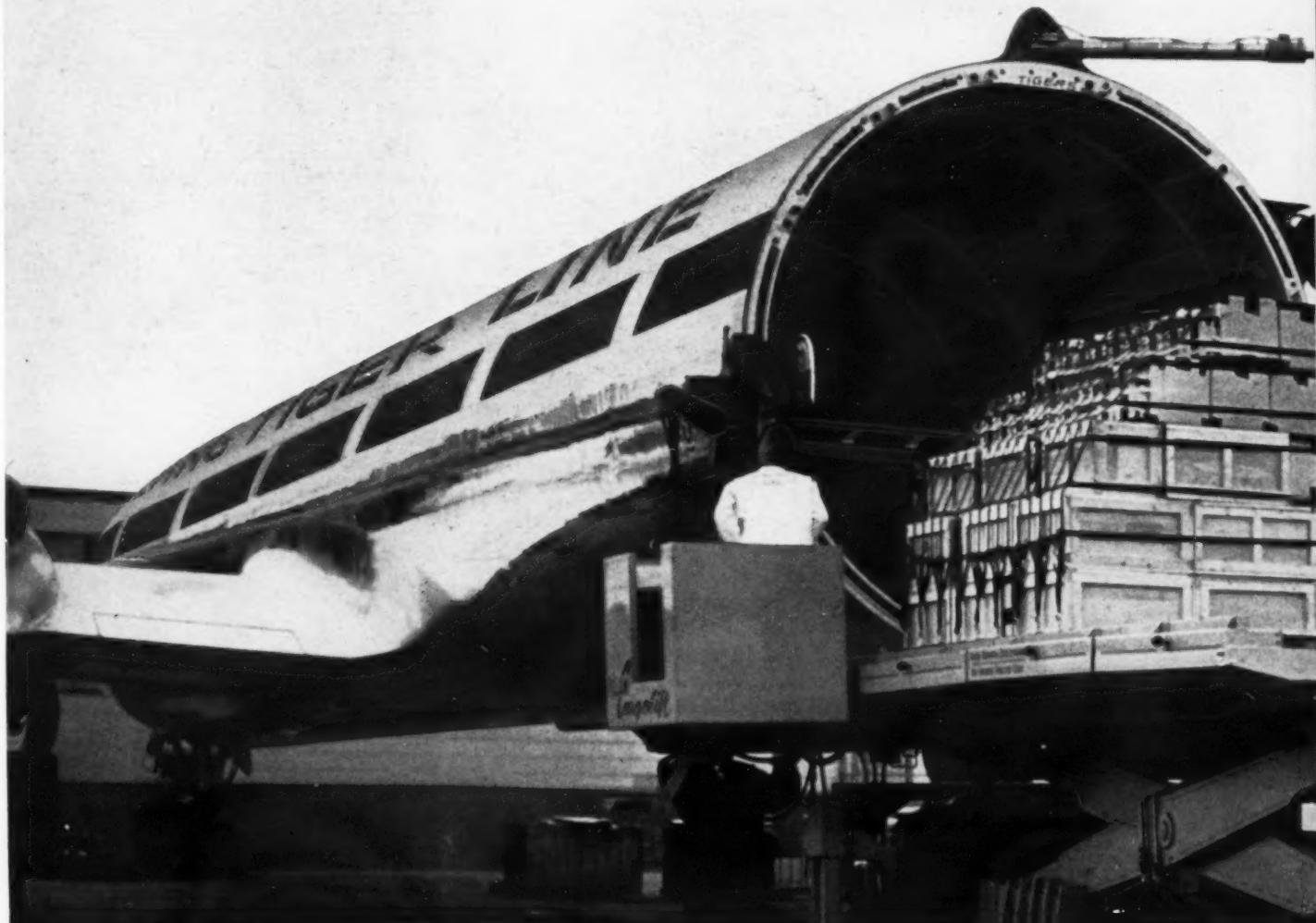
The new multimillion-dollar building, scheduled for completion in the spring of 1963, will be named the American Management Assn. Building.

## Someday, all airfreighters will load like this. But why wait till someday? Tigers have it now!

Tigers' Swingtail-44 Turbo-Prop Jets are here! Soon a whole fleet of these giant cargo planes—with automated loading conveyors—will bring you the fastest handling and lowest rates in airfreight. When fully operational, Tigers' new loading system will cut ground turnaround time to a mere 53 minutes—4 hours less than conventional, side-loading planes! This means later cut-off times, earlier deliveries, more efficient handling of your shipments. And the Swingtail-44 has a 33-ton capacity... takes on 4-ton pallets at a clip... lengths up to 84 feet! Faster straight-in loading, faster turnaround time, and the largest payload capacity mean less operating costs and more savings to you!

**BUILT BY CANADAIR**, Canada's largest airplane manufacturer. Ten Flying Tiger Swingtail-44s can carry more freight than all airlines carried domestically in 1960!

**POWERED BY ROLLS ROYCE.** Four 5730 horsepower turbo-prop engines, fed by low-cost kerosene fuel, speed the Swingtail-44 coast to coast at over 400 miles per hour.



## Purchasing Week's Pittsburgh Perspective



Bureau Chief  
**ARTHUR ZIMMERMAN**  
Focuses a Purchasing Spotlight  
On Steel's Marketing Efforts

The improving short-term outlook for the steel industry doesn't change the complexion of the mid- to long-term steel forecasts: It's still a buyer's market, and will be for some time to come.

The reason is twofold:

- Tremendous production capacity.
- Competition from other metals and materials.

What is steel doing to combat this? **Giving a face-lift to the industry's image, for one thing. And putting real beef into industrial and consumer marketing efforts, for another.**

One of these basic marketing approaches is typified by U. S. Steel's "Selling in Depth" program. This means marketing by first identifying end-use needs or functions that might be satisfied by steel, then working back from those needs to a possible commercial mill product. Sometimes this approach indicates use of a little-known existing steel product; sometimes it points to development of a new product.

At U. S. Steel, a sizable and growing organization of market development experts has 53 programs under way in eight industrial fields. Yet, **not one of these experts is a "steel man."** Each was drawn from a major steel consuming industry.

**For instance:** Agronomists and agricultural engineers are

working on a grassland management plan.

Eventually, of course, U. S. Steel ends up—or hopes to—selling more steel fencing, not only in competition with wood but with products of its steel competitors as well. But first, someone has to sell more people on the idea of land management, and that's where USS began.

Other projects include a new irrigation control gate utilizing modular galvanized panels to form a variety of structures.

**Take the field of transportation:** Here USS has a specialist who, until recently, was with a large over-the-highway trucking equipment firm. Standardization is felt to be a key word in this field, and, once containers become standardized, steel can be used to make such containers. Other transport projects include covered hopper railroad cars designed in stainless and high-strength steels that weigh within a few hundred pounds of an equivalent aluminum car. Also being tested: a steel dump truck body weighing within 500 lb. of an all-aluminum body and costing several hundred dollars less.

**Packaging is another big area.** This reporter saw and felt a piece of tinplate foil only 0.0008-in. thick. Foil of this type can be produced already, but is expensive; and commercial tinplate foil awaits only an economically feasible market.

Some work also is being done with tinplate, presumably heavier than the foil described above, for packages that will conform to the outline of the product being packed. American Steel & Wire is studying a combination plastic-paper-wire package to do just that. Steel believes projects such as these keep it up with the research going on in the paper industry itself for conforming packages utilizing a combination of paper and plastics only.

**A construction industries unit is working on a variety of developments.** A dominant theme is use of a "blend" of steel in a structure, to take advantage of each type where its particular qualities are needed.

Another marketing opportunity is a steel that forms a hard coating of oxidation, then stops the oxidation process. It needs no paint or maintenance. A transmission tower of this steel, Corten, is being tested on a General Electric project at Pittsfield, Mass.; wall sheets on a John Deere building at Moline.

In residential construction, main U. S. Steel effort is directed at hardware developments. One manufacturer, for instance, offers an outside steel door and frame as a unit. Once set in place, the door needs no adjusting.

**Considerable work is being done on 9% nickel alloy steels for cryogenics application.** These steels maintain their strength at temperatures down to -320F. Designs have been completed for tanks to store and ship liquid oxygen and methane (one shipment of liquid methane to Europe was made during the summer), and work is progressing on designs for handling liquid nitrogen and other cryogenic products.

(Next week, Perspective reporter Arthur Zimmerman takes a look at other steel industry marketing efforts as exemplified by Jones & Laughlin, Republic, and other Pittsburgh-Cleveland area producers.)



## Excess Capacity Keeping Pressure on Prices

**New York**—Despite a marked pickup in manufacturing production, excess capacity continues to plague most areas of U.S. industry. The consensus among economists is that it will prove a major guarantee against across-the-board price hikes in coming months.

According to the McGraw-Hill Economics Dept., the average factory is still operating at less than 85% of capacity. While that's a healthy jump from the upper 70's of early this year, it's still a long way from the 94% of capacity at which companies say they prefer to operate.

From a price point of view, the existing 9-point gap between current and preferred rates is pretty significant, according to most business experts. As one economist put it: "I'd only start to worry when industry begins operating above 90% of capacity—and that situation is probably over 12 months away."

### Long Road for Metals

Metals probably have the longest way to travel before they even start approaching preferred operating rates. Steel, for example, is still only operating at about 70% of capacity, and even the most optimistic estimates fail to push it over 80% in the fourth quarter of this year. Compare that to the preferred rate of steelmakers—98%.

Aluminum, too, is far below peak levels—as far as percent of capacity is concerned. At latest report, producers were operating at about 79% of capacity—virtually unchanged from the levels of July and August.

The problem was highlighted in a recent speech by Walter L. Rice, vice president of Reynolds Metals Co., who noted that 500,000 tons of the industry's 2.6-million-ton annual capacity is idle.

And what's true for steel and aluminum is true for the rest of American industry. The accompanying table pinpoints growing excess capacity by comparing production gains over the past 11 years with McGraw-Hill Economics Dept. estimates of capacity increases over the same period.

### Capacity Outpaces Production

Note that in every single industry, capacity gains have outpaced output increases. For total manufacturing, capacity over the period is up about 84%. Output is up less than half that amount—only about 40%.

Similar wide gaps show up in such key areas as machinery, metals, fabricated metals, and textiles. And as might be expected, the widest gap is in metals, with the capacity increase of 99% amounting to about seven times the 14% gain in output.

It's only in chemicals that the gap narrows a bit. But even here it amounts to 20 index points, and helps explain why the prices of so many industrial chemicals have been easy in recent months.

Thin backlog are another indication of widespread excess production equipment. Huge capacity has allowed manufacturers to hasten the transfer of incoming orders into production and sales,

thereby preventing any buildup in unfilled orders.

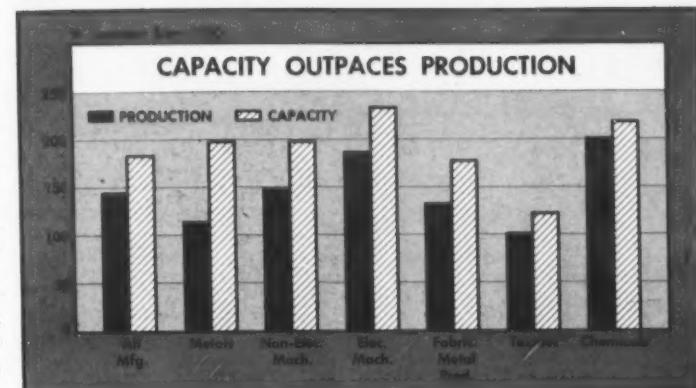
A closer look at current factory statistics spotlights this growing ability to meet incoming orders with a minimum of delay. In January, at the bottom of the recession, backlog represented some three months of production. Today, despite a sharp 17% increase in incoming business, backlog are still at a three-month level.

This three-month level, inci-

dently, is considered quite low by most postwar standards. Throughout most of the '50's, for example, backlog averaged about four months.

The ability to meet an increasing demand situation without delays has important implications for inventories and prices.

• From the stock point of view, it means continuation of today's shortened lead times, and hence a diminishing necessity for buying ahead.



• From the price viewpoint, is sharpening competition and the ability of so many suppliers putting a lid on price increases, to give quick and efficient service despite rising production costs.

## Smith-Corona introduces two products for better, easier electric office typing

### ELECTRI-TYPE CARBON PAPER

Smith-Corona uses *only* 100% rag tissue in making Electri-Type Carbon Paper. That means you get a sheet that will take a pounding, that will stand up on the hardest of platens without puncturing. Unlike other carbon paper, the ink is not coated onto the surface of Electri-Type but actually forced *into* the paper, producing a carbon that keeps on making sharp, clear impressions long after others have faded.

Smith-Corona has also tinted one side of Electri-Type with a distinctive, contrasting color to eliminate guesswork and speed up collation and separation. There's no skimping on size with Electri-Type, because every sheet is larger than average to cover *any* typing job no matter the size. Every one of Electri-Type's special features is the result of actual office tests and requests; it's the carbon paper designed for faster, better electric typing.

### MADAME BUTTERFLY SILK RIBBON

Smith-Corona's Madame Butterfly carbon ribbon is made of the finest quality pure silk, because *only* pure silk can produce the sharp impressions needed for photographic reproduction.

Madame Butterfly is kind to both the typist and the typewriter. Errors are easier to erase, the type doesn't fill up with excess ink causing splotchy printwork, and there is no lint problem.

Because of their extra high quality, Madame Butterfly ribbons will last considerably longer than ordinary typewriter ribbons.

Smith-Corona, by using finest quality silk, has made Madame Butterfly ribbons considerably thinner than other ribbons. That means you can make more copies than you ever thought possible.

Electric office typing deserves the best, and the best ribbons you can buy are Madame Butterfly by Smith-Corona.

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# New Plants, Expansions

## Texas Research Expands

Dallas — Texas Research & Electronic Corp. acquired Eastman Products Corp., Plano, Tex., a manufacturer of brass fittings, valves, tubing, and screw machine products.

## Buys Parts Firm

New York — Maxson Electronics Co. has agreed to buy Hopkins Engineering Co., San Fernando, Calif. Maxson designs and manufactures elec-

tronics systems for industrial and military use. Hopkins produces electronic parts for the same two fields.

## Expands Oil Research

Findlay, Ohio — Ohio Oil Co. said it is placing more emphasis on work in the petro-chemicals field through formation of a Chemical Product Development Div. and expansion of facilities at its Denver research center.

## Increases Cement Storage

Savannah, Ga. — Atlantic Cement Co. will build a large storage and distribution facility here, according to the Savannah District Authority. Plans call for bulk cement to be brought to the new facility by water from Rivena, N. Y., where Atlantic is building a 10-million bbl./yr. cement plant.

## To Build Methanol Plant

Wilmington, Del. — Du Pont Co. said it will begin work on a new methanol plant near Huron, Ohio, in October. The project, originally announced in March, had been delayed pending approval by the Federal Power Commission of a request by Ohio Fuel Gas Co. to build a natural gas pipeline extension to the Huron site. The 30-million gal./yr. plant is scheduled to go on stream early in 1963.

## Jeannette Adds Capacity

Jeannette, Pa. — Jeannette Glass Co. has acquired McKee glass division of Thatcher Glass Mfg. Co. McKee, located in Jeannette, makes a full line of glassware for lighting fixtures and lamps, glass items for industrial use, and other consumer and specialty glass products.

## To Expand in Fibers

Diboll, Tex. — A two-year expansion program totaling \$1.2-million for the Fiber Products Div. has been announced by Southern Pine Lumber Co. The program calls for immediate expansion of facilities that will include more pulping capacity, added machine production capacity, and an additional warehouse.

## Adds Automotive Line

New York — Chemical Compounding Corp. has acquired Nacto Chemical Products Corp., a manufacturer of automotive chemicals and related products. Chemical Compounding makes maintenance and sanitary chemical specialties for industrial distributors and government agencies. It will continue to market its products under the Quist brand and will use the Nacto name for its automotive division.

## Singer Buys Knitters

New York — Singer Mfg. Co., producer and distributor of household and industrial sewing machines and other electrical equipment, has agreed to purchase the principal assets of Supreme Knitting Machine Co., Inc., Ozone Park, N. Y., manufacturer of industrial knitting machinery. Supreme will continue to operate under its present management as a part of Singer's Special Products Div.

## Build Particle Board Mill

Redlands, Calif. — The first particle board mill in southern California will be put into operation here by Big Bear Board Products, Inc. Big Bear is moving the mill from Swissome, Ore., where it was purchased by Personal Property Leasing Co. and leased to Big Bear.

## New Chem Sales Office

Chicago — The Agricultural Chemicals Div. of Monsanto Chemical Co. will form a new district sales office with headquarters in Chicago on Nov. 1.

The company said the new district will include northern Michigan, North and South Dakota, Minnesota, Wisconsin, northern Illinois, and most of Iowa. These areas currently are served by the division's St. Louis sales district.

## Plastics to Plywood

Sanford, Me. — Pioneer Plastics Corp. bought Hasco Plywood Corp., St. Albans, N. Y., distributor of plastic products. Pioneer makes high-pressure laminated plastics for the furniture and construction industries.

## Acquires Gasket Company

Culver City, Calif. — Electrada Corp. has acquired California

Gasket and Washer Co., Gardena. Electrada said it will operate the new acquisition as a division of its wholly owned subsidiary, Stillman Rubber Co.

## Adds Package Machinery

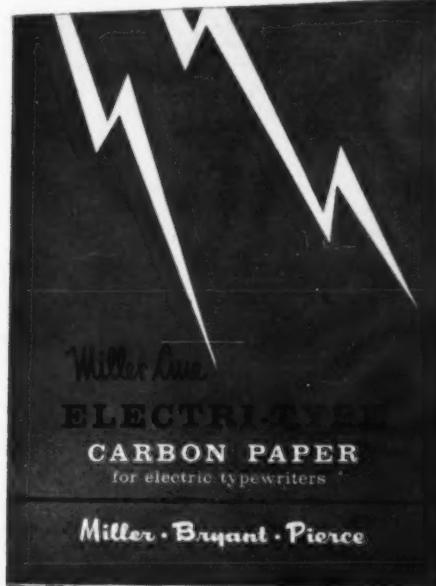
Reading, Pa. — Textile Machine Works has branched out into the packaging machinery field by purchasing Schoeler Mfg. Co., Inc., Pacoima, Los Angeles. Schoeler makes wrapping and banding machines.

## Enlarge Instrument Capacity

Minneapolis — Miniature Instruments, Inc., has acquired the business and equipment of Metalmasters, also of Minneapolis. The acquisition enables Miniature Instruments to enlarge its capacity and increase its sales potential by \$100,000 annually. Metalmasters specializes in high-precision machining.

## FREE DEMONSTRATION!

We'd like to prove Smith-Corona's superiority right in your own office. Just fill out the coupon below, and one of our representatives will contact you to arrange a free demonstration of Smith-Corona carbon paper and ribbons for electric typing. Once you've seen them at work, you'll want to put them to work for you! Mail the coupon today.



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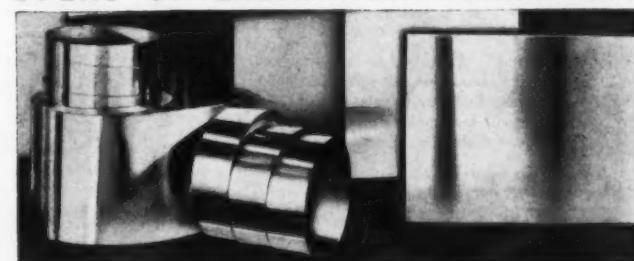
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## Meetings You May Want to Attend

### FIRST LISTING

17th National Conference on Industrial Hydraulics—Sherman Hotel, Chicago, Oct. 19-20.

National Association of State Purchasing Officials—16th Annual Meeting, Western Hills Lodge, Sequoyah State Park, Wagoner, Okla., Oct. 24-27.

Gravure Technical Association—One Day Forum, Sheraton-Cleveland Hotel, Cleveland, Nov. 1.

Central Area Shipper-Motor Carrier Conference—Annual Meeting, Sheraton Towers, Chicago, Nov. 8-9.

National Industrial Traffic League—Annual Meeting, Denver-Hilton Hotel, Denver, Nov. 16-17.

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Manufacturing Chemists' Association, Inc.—11th Semi-Annual Meeting and Midyear Conference, Nov. 21.

### PREVIOUSLY LISTED

#### OCTOBER

NAPA, District 2—15th Annual Southwest Purchasing Conference, Statler Hilton Hotel, Dallas, Oct. 5-6.

First Annual Western Building Industries Exposition—Great Western Exhibit Center, Los Angeles, Oct. 7-10.

National Institute of Governmental Purchasing (NIPG)—16th Annual Conference and Product Exhibit, Hotel Commodore, New York City, Oct. 8-11.

National Aeronautics & Space Engineering and Manufacturing Meeting—Hotel Ambassador, Los Angeles, Oct. 9-13.

NAPA Chemical Buyers Group—National Fall Conference, Chase Hotel, St. Louis, Mo., Oct. 10-11.

12th National Conference on Standards—American Standards Assn., Houston, Tex., Oct. 10-12.

Metal Lath Manufacturers Association Meeting—The Miramar, Santa Monica, Calif., Oct. 11-12.

NAPA, District 4—Purchasing Conference, Pick Fort Shelby Hotel, Detroit, Oct. 12-13.

Nat'l. Small Shipments Traffic Conference—Annual Meeting, Morrison Hotel, Chicago, Oct. 12-13.

Trade Fair—State of North Carolina,

Charlotte Coliseum-Merchandise Mart, Charlotte, Oct. 12-21.

NAPA, Dist. 7—18th Annual Purchasing Conference, Atlanta Biltmore Hotel, Atlanta, Ga., Oct. 15-17.

4th Annual Petroleum Industry Purchasing Management Seminar—Purchasing Agents Assn. of Tulsa, Western Hills Lodge, Lake Gibson, Tulsa, Okla., Oct. 18-20.

Fleet Maintenance Exposition—New York Coliseum, Oct. 23-26.

NAPA, District 9—Purchasing Conference, Hotel Bradford, Boston, Mass., Oct. 24-25.

Computer Applications Symposium—Morrison Hotel, Chicago, Oct. 25-26.

NAPA, District 8—Purchasing Conference, Essex House Hotel, Newark, N. J., Oct. 25-27.

National Metals Trades Association Convention—Hotel Commodore, New York City, Oct. 29-Nov. 1.

48th National Foreign Trade Convention—Waldorf Astoria Hotel, N. Y. City, Oct. 30-Nov. 1.

#### NOVEMBER

Toledo Association—Civic Auditorium, Toledo, Nov. 1-3.

Packaging Machinery Mfrs. Institute—Cobo Hall, Detroit, Nov. 7-10.

19th Annual Aerospace Electrical Society Display—Pan Pacific Auditorium, Los Angeles, Nov. 15-17.

National Electrical Manufacturers Assn.—35th Annual Meeting, Plaza Hotel, New York City, Nov. 16.

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# This Changing Purchasing Profession

**Edward O'Leary**—to materials manager in charge of purchasing, production control, manufacturing inventories, and shipping, **Johnson Bronze Co.**, New Castle, Pa.

**James F. White**—from senior buyer-raw materials to assistant purchasing agent-raw materials, **Jones & Laughlin Steel Corp.**, Pittsburgh.

**William S. Perkins**—from director of purchases, general products group, to director of pur-

chases for the consumer products group, **Westinghouse Electric Corp.**, and **Semiconductor Div., Westinghouse Electric Supply Co.**, Pittsburgh. In this post, he serves as consultant on all matters involving purchasing activities within the group.

**R. D. Trussell** was chosen as assistant purchasing agent at **Frigidair Div., General Motors Corp.** He has been on special assignment for the past two years in Frigidair's purchasing department.

**F. M. Gibian** has been moved up to chief of general purchasing, **Norair Div. of Northrop Corp.**, Hawthorne, Calif. His most recent position was assistant to the vice president, manufacturing.

**William H. Trapp** joined **Kansas City Bolt, Nut & Screw Co.**, Kansas City, Mo., as purchasing agent. Trapp formerly was with Bensen Mfg. Co.

**C. H. Talley**, supervisor of Delaware district purchasing,

**General Chemical Div., Allied Chemical Co.**, N. Y., has retired after 40 years with the company. He is succeeded by **Edward N. Cahill**, former storekeeper, who is headquartered in North Claymont, Del. His area of responsibility also covers the **Baker & Adamson Works** of Allied Chemical Co., Marcus Hook, Pa.

**Robert E. Lane** has been named director of the newly created office of purchasing, **National Council of Churches**, New York. Lane, who was purchasing agent in charge of the northern divisional purchasing office, Eastern Airlines, for 16 years, is a member of the NAPA and the

Purchasing Agents Assn. of New York.

**John Pierce**, purchasing agent for the **City of Wichita**, Kan., will retire Oct. 2 after 28 years of service, and will be succeeded by **James E. Richmond**, his assistant for the past six years. Pierce was 1952 vice president of the Wichita Dist. of the National Assn. of Purchasing Agents, representing Dist. 2. He is well known for his Purchasing Manual, which he developed for the City of Wichita.



John Pierce      James Beene

**Corley R. Young**—to manager, **Real Estate Dept., Interstate Life & Accident Insurance Co.**, Chattanooga, Tenn. **James Beene**, manager of the Supply Dept., will succeed Young as purchasing agent.

**William C. Moore** is now purchasing agent for **Cohu Electronics, Inc.**, Kin Tel Div., San Diego, Calif. He was formerly production control manager.

## Cast Alloy Tools Added To Wesson Corp. Line Of Carbide Tools, Metal

**Ferndale, Mich.** — Wesson Corp. has added cast alloy tools to its line of carbide tools and metals.

The company is marketing two types of alloys: Wessonite H, designed for general purpose machining of both ferrous and nonferrous metals, and Wessonite HX, designed for use where there is a minimum of shock and impact.

The company said Wessonite H now is available in the form of solid tool bits, cut-off blades, tipped tools, and pre-formed tools and blanks. Wessonite HX is available in square, rectangular, and round tool bit sizes.

The alloys are composed principally of cobalt, chromium, and tungsten. They also contain columbian carbide, which has the effect of lowering the frictional coefficient for easier chip flow and increasing the toughness of the tool bit.

## Utilities Seen Spending \$8-Billion on Expansion

**Cleveland**—The nation's privately owned electric companies will spend nearly \$8-billion by 1970 for new electric power transmission facilities, predicted Elmer L. Lindseth, chairman of Cleveland Electric Illuminating Co.

These additions mean that within the next decade all the major power systems in the U.S. will be capable of operating on an interconnected basis, said Lindseth. Nearly all electric power systems east of the Rocky Mountains, including 100 companies in 32 states, already are interconnected, he noted.

The projected \$8-billion expansion compares with present private investment of about \$6.7-billion in power transmission facilities, Lindseth said.



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Gator-Hide Extensible Kraft actually stretches to absorb sudden shocks without ripping. This makes it the ideal wrap for any product that must withstand rough handling. Magazine publishers, for example, have found that Gator-Hide Extensible Kraft sharply reduces their post office rejection rate.

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# Transportation Memos

**VANISHING SURCHARGE:** A \$1 surcharge on truck commodity rates in the Central States is fast disappearing.

The ICC's Suspension Board gave 41 more trucking firms the go-ahead to cancel the charge which was imposed last April 14 and was not to have expired until Oct. 14.

This was the second group of motor carriers allowed to drop the charge in that area, both over the protests of the Central States Motor Freight Bureau.

**"CONSTANT CHARGE" EDGES CLOSER:** The Middle Atlantic Conference gained a little ground in its push to get its controversial "constant charge" tariff (calling for graduated charges on shipments under 300 lb.) published.

While the ICC did not rule on whether it was lawful, it did give the conference permission to proceed with the manner in which it would be published—that is, to ignore some tariff circular rules.

Still hot on the heels of the proposal, the National Small Shippers Traffic Conference will petition for reconsideration on the ground that the ICC exceeded its authority in doing this. Next step, the shippers say, will be to take it to court.

• • •

**LOAD OFF SHIPPERS' MINDS:** The proposal by truckers to lower the minimum weight at which a shipper or consignee must do his own loading or unloading was killed.

Proposed change, which had shippers worried, would require shippers to do the work when the article weighed over 100 lb. instead of the present 500. The lowered weight allowance was disapproved by the National Classification Board, which decides on truck rules.

• • •

**OPEN SEASON:** Truck rule violators are fair game for ICC inspectors now swarming both toll roads and public highways. And many shippers and truckers may find themselves slapped with unexpected rises in costs through fines and immobilization of vehicles on the road.

**Case in point:** Of the 508 vehicles inspected in the first ICC safety check of trucks and trailer combinations at the Indiana Toll Road, 16.9% were ordered immobilized until repaired. About 75% reportedly had at least one defect.

• • •

**CUSHION FREIGHTER:** The Maritime Administration is negotiating a contract for development of high-speed ship in the 50-to-200 ton class which would use the "surface effect" principal in water transportation. That is, it would ride on a "cushion of air" slightly above the water. It would also be able to move over the ground.

• • •

**PICKUP AND DELIVERY:** Eastern Central Motor Carriers Assn. is still pushing for that pickup and delivery charge in the New York City district which it deferred to make way for the pier pickup and delivery charges which went into effect Sept. 1. Freight forwarders may pick up considerable business if this charge is put into effect because rates are now competitive with motor carriers, and this would give the forwarders an edge.

• • •

**CONSOLIDATED FALL-OUT:** Meanwhile, the Eastern Central's standing rate committee turned thumbs down on a proposal to consolidate small shipments when destined for the same cities. Some of its members hoped to recapture freight now moving by package and express services through the move. Lack of support forced it down the drain. But don't be surprised to find it crop up again.

• • •

**WHISTLESTOP:** Parcel delivery firms in 10 major cities have formed a new organization, **American Parcel Associates, Inc.**, with headquarters in Long Island City, N. Y. . . . REA Express will spend \$9.5-million for 2,053 new trucks, tractors, semi-trailers, compact cars, and other automotive equipment. . . . **Eastern Air Lines** will triple its jet flights between New York and Florida this winter, bringing to 13 the number of daily jet flights over the territory by Dec. 15. . . . **American Airlines** said it set a cargo record for scheduled domestic airlines, flying 11,787,000 ton miles of airfreight in August. . . . **Chesapeake & Ohio** changed the name of its highway-railway vehicle from "Railvan" to "Railroader" and added 12 more of them to its Michigan fleet. . . . **Boston & Maine Railroad** put the first railroad yard designed exclusively for piggy-back handling into operation this month at its Boston yards.



how one  
simple change  
jumped  
production 105%

**Look at the long slot** that runs the length of this typewriter adapter shaft. It was giving Standard Register Co. a costly production headache. Tubing used could only be milled at  $7\frac{1}{2}$  per minute. Finish was poor. Warping and twisting ran rejects to 25%.

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## 14th Inter Mountain P.A. Conference To Stress Wide Range of Workshops

**Phoenix, Ariz.**—Twelve workshops aimed at providing P.A.'s with fuel for better purchasing will highlight the 14th Pacific Inter Mountain Conference, Sept. 29-30.

Three concurrent workshops on electronic data processing, value analysis-standardization, and food buying will lead off the Friday afternoon session of the Dist. 1 meeting.

James P. Barford, General Electric computer department, Phoenix; George A. Cumming, deputy state purchasing agent, San Francisco; and R. J. Murphy, Carnation Co., Los Angeles, will direct these respective workshops.

Other workshop sessions are designed around: communications, Jack P. Hackett, AiResearch Mfg. Co., a division of Garrett Corp., Phoenix, chairman; lease vs. buy, Rex C. Hensel, Shell Oil Co., Los Angeles, chairman; and negotiated vs. bid price, G. A. Johnston, Nortronics, Anaheim, chairman.

Purchasing—broad or narrow gage—will be discussed by J. Merrill Bushnell, Pacific States Cast Iron Pipe Co., Provo, Utah. Other business session speakers include Russell T. Stark, Sr., Burroughs Corp., Detroit, NAPA president, and Paisley Boney, J. P. Stevens & Co., Inc., Greensboro, N. C.

Foreign vs. U. S. buying will be examined at a workshop session by: Kenny Dale, Signal Oil & Gas Co., chairman; Virgil Waters, Utility Trailer Mfg. Co., La Puente, Calif.; and R. J. Efting, Rheem Automotive, Fullerton, Calif. Slated to meet at the same time is workshop session on purchasing systems and procedures, Arthur Pearson, Lockheed Aircraft Corp., Van Nuys, Calif., chairman.

Hal Payne, AiResearch, Phoenix, is chairman of a three-man panel that will review make vs. outside production and subcontracting. Panelists include: Lloyd C. Myers, Hughes Aircraft Co., Fullerton, Calif.; Ernest H. Nelson, Chiksan Co., Brea, Calif.; and Raymond Hill, Arizona Public Service, Phoenix.

Another series of workshops will cover: chemical buying,

## Roll-Up Fire Escapes Designed by Win-Chek

**Moonachie, N.J.**—Win-Chek Industries has developed a concealed fire escape made out of aluminum for two- and three-story buildings.

Win-Chek said the new fire escape, when mounted outside an upstairs window, looks like an ordinary aluminum drainpipe. Flip of catch causes the "drainpipe" to unfurl into a ladder capable of supporting 2,000 lb.

The standard 16-ft. ladder for two-story structures will retail for about \$60 plus installation costs. The three-story ladder will cost about \$68 plus installation. The company said the total cost will be less than for conventional fire escapes for small buildings.

The aluminum fire escapes will be distributed under the name "Safe-X-Scape" by Reynolds Sales Co. through lumberyards, home improvement dealers, and hardware and variety stores.

## Steel Problems Aired at Indiana P.A. Meeting

**Richmond, Ind.**—A 50% rise in gross national product during the 60's is possible, but "we are going to have to work for it," a Republic Steel Corp. official told members of the Eastern Indiana Purchasing Agents Assn.

Speaking on "The Growth Outlook for Steel in the Sixties," C. B. Pharo, Jr., assistant general manager of sales for Republic, listed six problems the steel industry must lick if it is to advance as it should during the decade. The problems were: inflation, depreciation, taxes, competition,

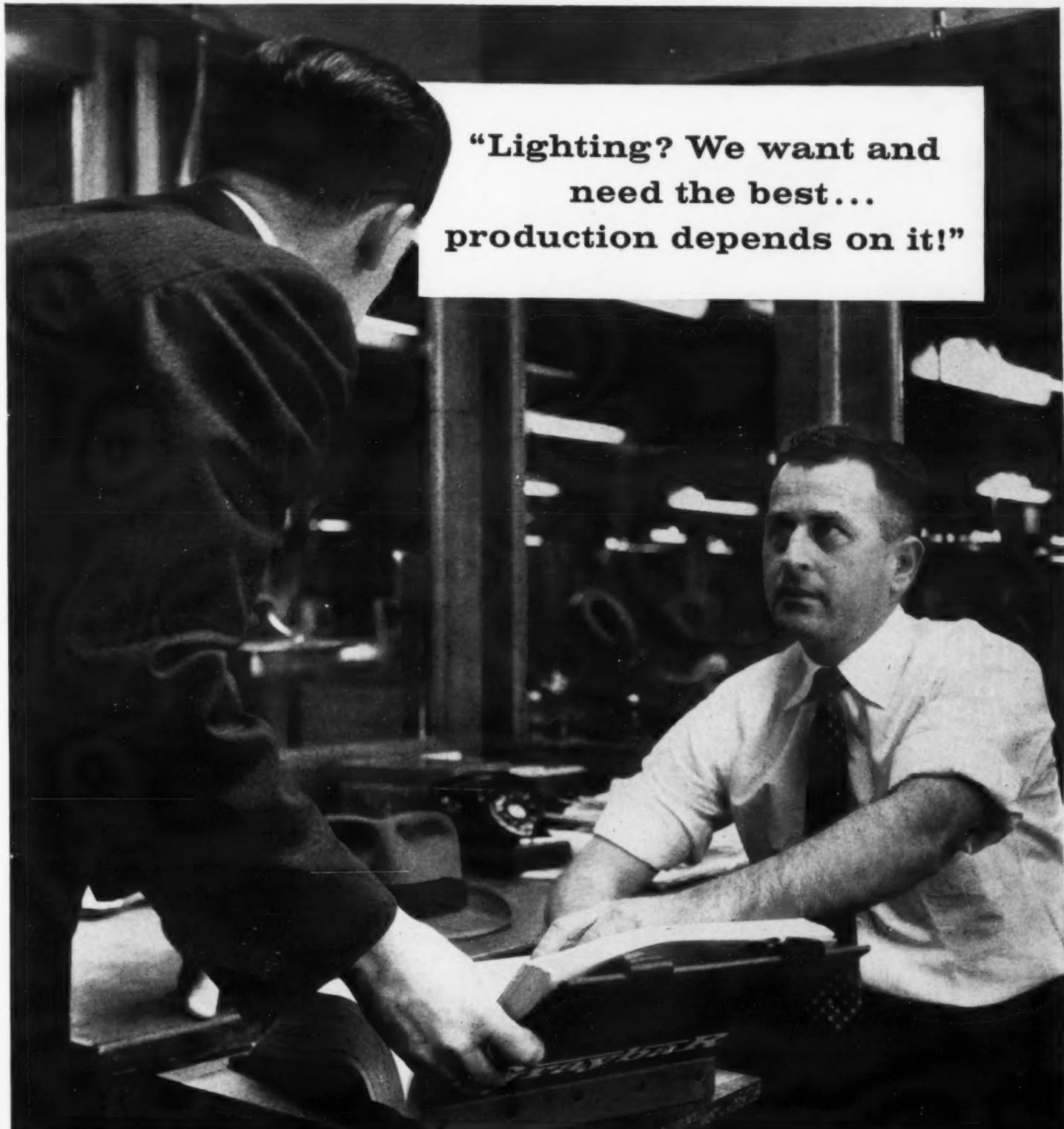
labor-management relations, and maintaining profitability.

As an example of how inflation has affected steel companies, Pharo pointed out that "a major overhaul on a blast furnace today may cost more than the original investment in the furnace."

"If the present Administration means what it says about wanting to stimulate over-all economic growth," he said, "one of the surest methods it can employ is the across-the-board liberalization of depreciation allowances." More research, progress in

technology and improved marketing techniques are weapons in steel's competitive battle, Pharo told P.A.'s. Labor and management, he added, must realize they are on the same team, "because in the long run what benefits one benefits the other and the public as well."

"The problem of maintaining profitability will solve itself," he concluded, "if we solve these other problems. Then we will have the kind of decade that we called the 'Soaring Sixties' back in 1959."



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\*and G-E lamps, too

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# Keezer: The Un-Standardized Art of Thinking

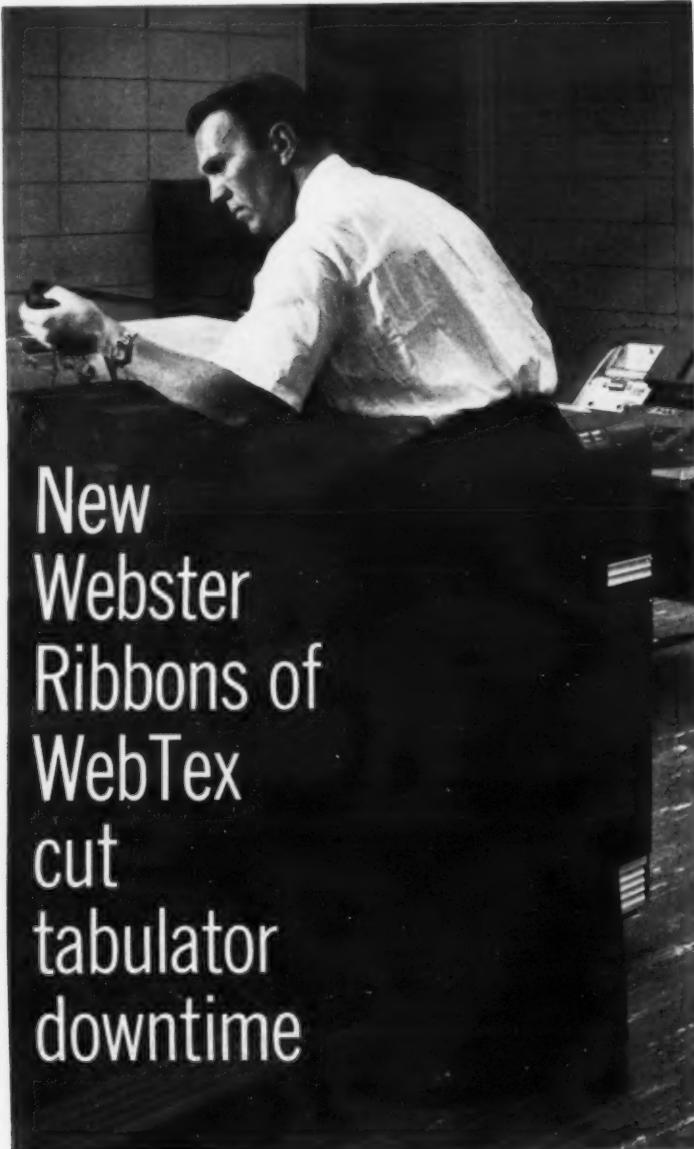
(Continued from page 1, column 1)

hauled up to defend himself against the charge of nepotism. It seemed that under his control he had half a dozen lesser government jobs and had filled them all with relatives.

Called upon to defend himself, the little bureaucrat first inquired, "Then would you not want me to have relatives?" In India, of all places, his inquisitors were forced to admit that it was quite all right for him to have relatives—lots of them.

With that conceded, he then inquired, "Then would you want my relatives to be poor?" Of course not, it had to be agreed. And with that conceded, the Indian functionary contended, with righteous indignation, that any nonsense about nepotism had been more than effectively disposed of.

Here's another little incident which heightened my suspicion that the steps taken in what passes as thinking in India may be quite different from those taken in the U. S. A. Shortly after the first of March, during my stay in New Delhi, there was a severe thunder and rain storm. The local expert on such natural phenomena was asked if it wasn't quite unusual to have such a storm in March. "No, not really," he replied, "for if February had the proper number of days, the storms would almost have been in February."



## New Webster Ribbons of WebTex cut tabulator downtime

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### F. S. WEBSTER COMPANY

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This was logical enough in its way, but a different way of thinking.

My colleague Gordon Graham, of the McGraw-Hill Book Co., who lived many years in India, contends that I confuse a difference in manners with a difference in what passes as thinking and illustrates his contention in a variety of engaging ways. He says that, when an Indian villager tells you it is three miles to the next village to which he has frequently traveled when it is actually nine, he isn't using a different standard of measurement and calculation; he knows it is nine miles, but he doesn't want to be discouraging; he aims to promote good cheer.

Gordon Graham attributes much the same motive to a ticket seller in a movie house in Poona, not far from Bombay, from whom he sought to buy a couple of tickets. "Would you like them on the main floor or in the balcony?" the ticket seller inquired. "On the main floor," Graham said. "All the tickets for the main floor are sold," replied the ticket seller. "Then I'll take them in the balcony," said Graham. "All those tickets are sold, too," replied the ticket seller.

#### Reducing Disappointment

It is Gordon Graham's contention that what the Indian ticket seller was trying to do was to reduce disappointment to a minimum. There was a chance, he figured, that if he reported there were no seats on the main floor, Gordon Graham would decide to wait rather than go to the balcony, and the magnitude of the disappointment in having no seats at all available would be less.

It is pleasing to contemplate such gracious and delicate sensibilities as Gordon Graham attributes to the Poona movie ticket seller. They certainly stand in dramatic contrast to the sensibilities of New York City box office functionaries whose attitude toward their prospective customers, in my very considerable experience with them, is typically, "What the hell are you doing here?"

#### Differences in Manners

And I have no doubt that differences in manners, along with a whole vast array of differences in cultural influences, help shape the differing routes people travel toward conclusions in which the process called "thinking" is involved. But that doesn't alter the central suspicion with which I led off, that what passes as thinking in one part of the world is something quite different from what people call thinking in other parts. It is also my suspicion that if we kept this in mind and worked hard at unraveling the differences in what's called thinking around the world, the chances of avoiding having it cinderized would be somewhat reduced.

• • •

Contrary to almost everything I've read about that concrete barrier which the Communists have built through Berlin, I believe it will turn out to be a great force to unify the Germans. Which may be another way of illustrating that thinking, even thinking about a concrete and barbed wire wall, is by no means a standardized process.

## Atomics International Gets Contract To Study Thermionic Power Supply

Canoga Park, Calif.—A study contract for a portable thermionic power supply using conventional fuels has been awarded by the Army Signal Corps to Atomics International, a division of North American Aviation, Inc.

The contract calls for a one-year research and development study in three technical areas—thermionic converters, heat sources, and high-temperature materials—leading to informa-

tion which can be used in the design of "back pack" thermionic power supplies using fossil fuels.

Direct conversion devices are attractive for military use because potentially they are lighter and can operate longer than conventional batteries. Other advantages: They don't have to be recharged or replaced, they can be refilled with readily available fuel, and they have an indefinite shelf life.

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rocker arms... (2) in any quantity, from a single prototype to a million or more... (3) all within accepted tolerances and finishes for the class of work involved... (4) at surprisingly low cost.

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## Product News in Brief

### New Alcoa Alloy

**Pittsburgh**—Aluminum Co. of America has developed a new aluminum alloy, 3002, as a lower-cost, specular lighting reflector material.

The nonclad metal is available in sheet circle form up to 60 in. in diameter and in the -0 and -H25 tempers, with the latter recommended for applications involving limited forming.

Alcoa reports that the alloy shows excellent response to etchants normally used to obtain diffusing surfaces, and permits a finish slightly brighter and less matte than a No. 31 reflector sheet.

### Duraline Tank Lining

**London**—Dunlop Rubber Co., Ltd., started commercial production of a new hard rubber tank lining called Duraline, which it said has greater impact resistance and flexibility than any other true ebonite.

The new lining is designed particularly for transporting liquids at high temperatures. The company said it has been used over long periods in environments of up to 105°C without deterioration.

### Builds Cutting Tool Center

**Bloomfield, Conn.**—Threadwell Tap & Die Co. has begun construction on the first units of a cutting tool center in Greenfield, Mass. First unit will house the firm's tap, die, keyway broach, and gage manufacturing operations, along with its Conway Manufacturing Div.

Threadwell claims its center will be the first in New England in 25 years to provide a facility specifically designed for cutting tool and gage manufacture. Gage inspection and a data processing system for order filling, quotations, and accounting will also be incorporated.

### Drill Pipe Passes Test

**Houston**—Reynolds Metals Co. and Reed Roller Bit Co. said the first string of aluminum drill pipe to undergo rigorous oil field tests has successfully completed drilling more than 100,000 ft.

Reynolds developed and manufactured the pipe, while Reed developed and made the tool joints for the string. The aluminum pipe has been in use for the past 11 months on a Shell Oil Co. rig in south Texas.

L. E. Pennington, director of petroleum development for Reynolds, said: "Mechanically the pipe's performance has been excellent. It has withstood rough treatment; the roughnecks like it; and it's easy to handle and it has made possible a number of drilling economies."

### New Powder Mixer

**Gloucester, Eng.**—William Gardner & Sons, Ltd., has developed a powder-mixing machine that uses compressed air in place of blades or agitators. Working capacities range from 2 cu. ft. to 800 cu. ft., and mixing time is less than one minute.

A mixing head in the lower

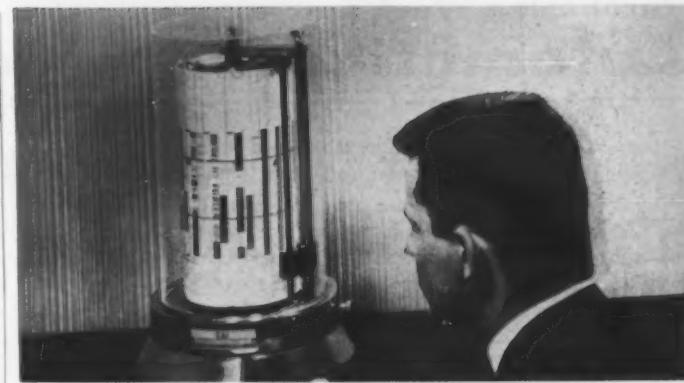
conical section of a vertical cylinder feeds compressed air through nozzles in one- to two-sec. blasts, setting the powder in a spiral motion. A single blast of air cleans the machine, and filters are easily removed for cleaning. The mixer can be modified also to enable the addition of liquids to the powders for mixing.

### Rod and Tube Press

**Rochester, N.Y.**—The Watson-Stillman Press Div. of Far-

rel-Birmingham Co. has built a 575-ton aluminum rod and tube extrusion press for the Reynolds Metals Co. plant in Richmond, Va.

Said to be the largest of its type in the world, the press will increase production at the Reynolds plant to more than 3-million lb. of extruded products a month. It will be used to press preheated aluminum billets through dies to form various extruded shapes, such as light standards, railway car sections, tubing pipe, and wall panels.



MONITOR checks 40 machines or processes every 20 sec. to make bar chart record of operating efficiency. When machines are running, the Electronic Assoc. device records a horizontal line in the proper bar. No line indicates a machine is idle. Charts cover 9, 17, or 24 hours.



### new type of drill being used at American Bridge



C-L's "Lo-Tork" Chip Breaker drill is new, yet in the short time it has been available it has taken over some of industry's toughest assignments. Results at American Bridge, division of United States Steel, are typical. In this plant (one of the world's largest structural steel fabricating shops) they are using "Lo-Tork" to drill holes in

bridge beams. The holes are  $1\frac{1}{16}$ " in diameter,  $6\frac{1}{2}$ " deep. Material is S.A.E. 1023 structural steel. Feed is 3" per minute at 245 RPM.

The results to date are dramatic. • Each drill on the multiple spindle setup produces 253.5 inches of hole between sharpenings. This is double the performance they got from conventional drills. • All holes are drilled without interruption for chip clearance. • Drill breakage has been reduced. • Plant housekeeping has been simplified. (Note neat piles of chips in the unretouched photo.) • The danger of accidents is greatly reduced.

"Lo-Tork" can produce results like these in your plant. Ask your Chicago-

Latrobe Distributor. He will arrange a visit from a C-L Service Engineer—the man with the answers.

#### CHECK THESE "LO-TORK" ADVANTAGES...

- Breaks long spiral chips into small manageable size
- Requires less horsepower
- Reduces drill breakage
- Simplifies chip removal
- Reduces machine down-time... "Lo-Tork" goes further between grinds



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# Automotive Perspective

(Editor's note: The following is the second in a series of columns discussing the highlights of the 1962 model cars with emphasis on their fleet characteristics.)

The all-new Chevy II highlights this week's fleet lineup. A glance at its measurements shows that it is clearly in the Ford Falcon size category—i.e., larger than the Corvair and smaller than the standard-size Chevrolet. Thus, in that sense only, it is one of the 1962 "in-between" type cars that auto producers

## What Is 'In-Between'?

The chart below correlates some key measurements—past and present. It shows clearly how Ford's 1962 Fairlane, which falls into the "between" range of measurements, closely approximates the Ford of about a decade ago.

4-Door Sedan	Dimensions (in.)	Length	Height	Width	Wheelbase
'62 Fairlane	197	55.5	71	115.5	
'49 Ford	196.8	63.2	72.8	114	
'62 Falcon	181.1	54.5	70.6	109.5	
'62 Chevy II	183	55	70.8	110	
'62 Chevrolet	209.6	55.5	79	119	

have added to their model listings. But as an "in-between" it does not fall into that much-discussed dimensional range of 115-to-116-in. wheelbase where Ford is targeting its new Fairlane and Chrysler Corp. has shortened its Plymouths and Dodge Darts to fit.

Studebaker Larks, also described below, offer a variety of fleet-aimed features that are unique this year.

## Chevy II

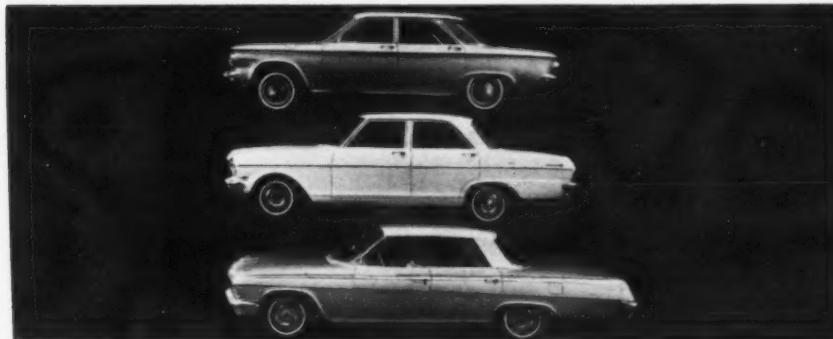
Two basic series of Chevy II's each contains a two-door and four-door sedan as well as a four-door wagon. In addition, there is a luxury line called the Nova that includes a convertible.

The bodies, not used elsewhere in the General Motors system, are composed of two basic substructures—the unitized front end and the unitized body proper. For quick collision and major engine repair the two units, held together by four bolts, can be separated in a matter of minutes. In professional jargon, a stylist would call the Chevy II a "maximum cube." In other words, there has been as complete as possible conversion of exterior size to interior roominess.

The four- and six-cylinder powerplants for this car are both all-new, and—being of similar design—many of the reciprocating parts are interchangeable. Drive choice is limited to the standard three-speed transmission with steering column control and an optional, redesigned Powerglide. Weight of the new automatic transmission has been cut 83 lb. by air cooling and an aluminum case.

Front springing is by tower-mounted coils, but in the rear all Chevy II's offer a long-awaited first: single-leaf, tapered, semi-elliptic springs at each rear wheel that offer two key advantages. Conventional multileaf springs tend to bind or rub internally, and, after the liners wear, the ride becomes harsh. Coil springs overcome this objection but, when used with Hotchkiss drive, expensive torque control and positioning arms are required.

**Summary:** Engine—4 cyl. 153 cu. in., 90 hp. standard, 6-cyl. 194 cu. in., 120 hp. standard in Nova and optional in other models. Gasoline—Regular. Basic dimensions—Wheelbase 110-in., over-all length 183-in., head room 39-in., trunk capacity 25.5 cu. ft. Tires—Two-ply 6.00 x 13 sedans, 6.50 x 13 wagon. Useful accessories—Automatic transmission, power steering and brakes, air conditioning, "positraction" rear axle. Special maintenance features—1,000-mile chassis lube, 4,000-mile oil change, two-year antifreeze. Price—To be announced; estimated to start at \$1,800.\*



Contrast in Chevrolets: Corvair, top; Chevy II, center; Impala, bottom.

## Chevrolet

America's largest selling car has once again undergone a thorough facelift. The car retains its 119-in. wheelbase and coil springs front and rear. As in the past, there is a separate chassis.

Standard engine is a 235.5 cu. in. six that has a long history of reliable, economical performance. Also available are two sizes of V-8 engines. The smaller 283 cu. in. V-8 offers nearly as good economy as the six but much better acceleration, especially when coupled to an automatic transmission.

An interesting feature of all Chevrolet products is that the heater is now standard equipment. It is what automakers call a "mandatory option."

**Summary:** Engine—6-cylinder 235.5 cu. in., 135 hp. standard; V-8's ranging up to 409 hp. optional. Gasoline—Regular for standard six and some V-8's; premium for more powerful models. Basic dimensions—Wheelbase 119 in., over-all length 209.6-in., head room 39-in., trunk capacity 29.7 cu. ft. Tires—Two-ply

(Continued on page 33)

## Here's your weekly guide to ...

### Storage Cabinet

#### Holds Small Parts

Small-parts storage cabinet comes in 6-, 12-, and 24-bin sizes. Each bin measures 3- x 3½- x 4½-in., and has a high-strength glass window and removable divider. The cabinet is made of heavy gage steel and takes a minimum of shelf space. A slotted back is designed also for flush mounting between wall studs.

Price: \$18.95 (24-bin). Delivery: 10 days. Bowers Mfg. Co., 105 Michigan St., Toledo 2, Ohio. (PW, 9/25/61)

SIC #2599



### Cutting Tool

#### Clips Newspaper Items

Tool clips newspaper items without slashing across the page for neat removal. The blade point reaches past a cutting guide to pierce the page (it is designed not to pierce underlying pages, too) at the exact spot wanted, after which the blade slices along the margin. The tool is 4 in. long with plastic handle and cover.

Price: 98¢ (59¢ for replacement cutting head). Delivery: immediate.

Clipit, Janesville, Wis. (PW, 9/25/61)

SIC #3421



### Portable Heating Panel

#### Shapes to Form Oven

Portable, heat panels with hinged top sections fold forward to join and form paint-baking and curing ovens. Panels come in four reflector wattages from 125 w. to 500 w. and have 12-sq. in. reflectors mounted in banks of 4-, 6-, and 8-ft. widths. Panels plug into a 240-v., 3-phase power supply.

Price: \$315 (panel shown less heater equipment). Delivery: 2 wk.

Radcor, Inc., P. O. Box 432, Fostoria, Ohio. (PW, 9/25/61)

SIC #3641



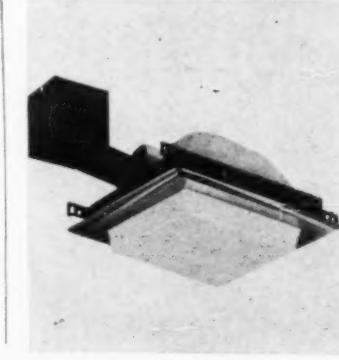
### Line Marker

#### Gives Three Widths

Line marker with gravity-feed paint flow has interchangeable brushes for 2-, 3-, and 4-in. wide stripes. Paint flow is controlled at the handle grip that permits adjustment while moving. The marker has a cast aluminum body with 2½-qt. paint capacity and can be used for indoor and outdoor applications.

Price: \$89.50. Delivery: immediate. Cost Reduction Equipment Co., 5200 Chakemco St., South Gate, Calif. (PW, 9/25/61)

SIC #3999



### Recessed Lighting Fixture

#### Offers Lens Variety

Line of recessed lighting fixtures includes 13 housings to accommodate 36 different fronts, reducing the housings needed in stock. Fronts include flat and drop bowl lenses, louvered, conical, skirted, and adjustable spot. Two models have slip straps with built-in nail prongs for direct nailing to studs. Others have standard bar straps.

Price: \$8.50 to \$31. Delivery: immediate. Emerson Electric Co., 8100 Florissant, St. Louis 36, Mo. (PW, 9/25/61)

SIC #3642

# New Products

Price data that accompany each product description are list or approximated prices supplied by manufacturers. Unless otherwise noted, prices quoted are for the smallest quantity that can be ordered.



## Desk Lamp

### Reduces Eyestrain

Executive desk lamp has louvered shade that directs soft, diffused lighting upward to help eliminate glare and eyestrain. The shade also can be tilted and positioned to provide light where needed. It takes two 15-w. 18-in. fluorescent lamps and comes in gray, mist green, bronze, or sand finish. The base is of flat design to blend into the desk surface.

**Price:** \$23.25. **Delivery:** approx. 1 wk.  
**Fostoria Corp., 1200 N. Main St., Fostoria, Ohio. (PW, 9/25/61)** **SIC #3642**



## Power Supply

### Stores Welding Energy

Power supply operating on a fraction of the power needed for an a.c. welder stores and releases precise welding energy of 20 to 225 w.-sec. at as fast as 120 spot-welds a min. It accumulates energy within  $\frac{1}{2}$  sec. to 1 sec. after each weld and discharges it in a pulse of a few millisec., eliminating burning of oxidation of the electrode and workpiece.

**Price:** \$1,244. **Delivery:** immediate.  
**Raytheon Co., 225 Crescent St., Waltham 54, Mass. (PW, 9/25/61)** **SIC #3623**



## Prefabricated Flooring

### Takes Heavy Traffic

Prefabricated panels, 2 ft. x 3 ft., come in packages of eight to cover a 48-sq. ft. surface. The preformed sections resurface almost any type of floor, including concrete, wood, and metal, and will not chip or crack under heavy traffic loads and power-operated trucks. Sheets are  $\frac{1}{4}$ -in. thick.

**Price:** \$19.85 (eight sheets). **Delivery:** 1 wk.  
**The Monroe Co., Inc., 10701 Quebec Ave., Cleveland 6, Ohio. (PW, 9/25/61)** **SIC #3272**



## Hand Pump

### Transfers Corrosive Fluids

Polyvinyl chloride hand pump, with hypalon or polyethylene valve, transfers acids, alkalies, caustic soda, inorganic salt solutions, and other corrosive materials. Body lengths are 24 in. and 36 in., and all models are available with adapter for polyethylene carboys. Three sizes will pump a full gal. with four, six, or nine strokes.

**Price:** from \$11.95. **Delivery:** 1 wk.  
**Beckson Mfg., Inc., P. O. Box 3336, Bridgeport, Conn. (PW, 9/25/61)** **SIC #3561**



## Compact Lift

### Moves Heavy Equipment

Device with lifting height of 36 in. hydraulically lifts and transports equipment weighing up to 320 lb. It weighs 64 lb., dismantles to a compact 52- x 22- x 9-in. size, and assembles in less than 30 sec. Flat pallet or forks are removable and interchangeable, and accessories include stair glides for easier movement up and down.

**Price:** \$168. **Delivery:** immediate.  
**Grand Specialties Co., 4701 W. Grand Ave., Chicago 39, Ill. (PW, 9/25/61)** **SIC #3537**

## Automotive Perspective

(Continued from page 32)

7.00, 7.50, and 8.00 x 14, depending upon model. **Useful accessories**—Air-cooled automatic transmission, overdrive air conditioning, and every conceivable power assist. **Special maintenance features**—1,000-mile chassis lube, 4,000-mile oil change, two-year antifreeze. **Prices**—To be announced; estimated to start at \$1,950.\*

### Studebaker Lark

Studebaker, bidding for additional fleet sales, this year offers several special options available only to fleet buyers. These include built-in wiring for roof units, roof reinforcements, an alternator in place of the standard generator, and a heavy-duty water-cooled automatic transmission.

The new Larks, which boast beefed-up frames claimed to be 30% stronger than last year, are from 9 in. to 13 in. longer, due mainly to a new grille treatment that adds a continental flair to the styling. Both front and rear fenders are



The Lark

bolted on, as is the front grille section. New front coil springs are heavier. A new option is a four-speed floor-mounted manual transmission; a three-speed manual, overdrive, and standard automatics also are available.

The total lineup includes 19 models in three series powered by overhead valve six's and two V-8's. These models come as two-door and four-door sedans, four-door station wagons, convertibles, and sliding roof versions.

**Summary:** **Engine**—Overhead valve six, 112-hp. 170-cu. in. standard, and two V-8 options developing 180 hp. and 210 hp. respectively. **Gasoline**—Regular. **Basic dimensions**—Wheelbase 109-in. on 2-door sedan models, 113-in. on most other models; over-all length 184-in. to 188-in., depending on model; headroom 36-in.; trunk capacity 17-cu. ft. **Tires**—Four-ply 600 x 15, with 6.50-6.70 x 15 optional. **Accessories**—See above. **Special maintenance features**—2,500-mile oil change, 1,000-mile chassis lube, bolt-on fenders, grille. **Price**—To be announced; estimated at about \$1,600.\*

### Pontiac Tempest

The Tempest, changed but little from its 1961 engineering innovations, shares a basic body shell with the Oldsmobile F-85 and Buick's compact Special. Big mechanical differences are in the type of engine and location of the transmission. The standard Tempest power plant is an inclined, four-cylinder unit that is



The Tempest

literally a lengthwise half of the V-8 block used in senior Pontiac. It is coupled to the transmission mounted astride the rear axle by a unique flexible drive shaft. Interior room is improved by this arrangement due to elimination of transmission and drive shaft humps.

Detail refinements include improved cold weather warm-up for greater fuel economy and increased chassis lube and oil drain intervals. Heater is standard equipment.

**Summary:** **Engine**—4-cyl. 194.5 cu. in 110-hp. standard, with power options ranging up to 166-hp. (A 185-hp. aluminum V-8 also is available at extra cost.) **Gasoline**—Regular for standard four, premium for others. **Basic dimensions**—Wheelbase 112-in.; over-all length 189.3 in.; headroom 38.2 in.; trunk capacity 27.5 cu. ft. **Tires**—Two-ply 6.00 x 15. **Special maintenance features**—4,000-mile chassis lube and oil drain. **Useful accessories**—Automatic transmission. **Price**—To be announced; estimated to start at \$2,100.\*

\*Estimated prices are projected for cheapest models in line and exclude transportation, handling charges, taxes, and optional equipment.

—Don MacDonald, McGraw-Hill Detroit Bureau

(Next week's fleet: Rambler, Lancer, Valiant, Buick Special.)

## Your Guide to New Products



### Strapping Unit

#### Handles Large Packages

Unit permits one-man operation for wide range of large packages. Reel-fed strap is inserted into a chute, and an electric motor feeds it around the container to exact length. Strap is pneumatically tensioned to pre-set pressure, then sealed and cut by high-speed unit. Machine takes many flat oval strapping sizes and rayon strapping.

**Price:** \$795. **Delivery:** 1 to 2 wk.  
**A. J. Gerrard & Co., 400 E. Touhy Ave., Des Plaines, Ill. (PW, 9/25/61)**

SIC #3569



### Microscope Illuminator

#### Fits All Major Makes

Lamp to light the full periphery of subject being viewed mounts directly on all leading makes of microscopes with the microscope objective fitting into the opening between the fluorescent tubes. Standard variations are available, and illuminators can be supplied with a base and jack-knife arm to serve as side lights or sub-stage illuminators.

**Price:** \$10 to \$15. **Delivery:** immediate.  
**Stocker & Yale, Inc., 293 Green St., Marblehead, Mass. (PW, 9/25/61)**

SIC #3642



### Hot Food Oven

#### Speeds Cafeteria Serving

Oven for cafeteria operation speeds serving time by heating food while in the can and maintaining it at the proper temperature until ready for serving when it is just opened. The oven holds 54 8-oz. cans of six different selections. The heater is thermostatically controlled, and a heavy-duty fan maintains even temperatures. The stainless steel unit measures 23 in. high, 20 in. deep, and 13 in. wide.

**Price:** \$89.50. **Delivery:** 2 wk.  
**The Shelden & Dickson Mfg. Co., 5307 N. 42nd St., Omaha, Neb. (PW, 9/25/61)**

SIC #3589



### Hand-Operated Hoist

#### Lifts 1,000 Lb.

Hand-operated hoist is a small, lightweight (6½ lb. less chain and handle) unit capable of lifting up to 1,000 lb. with a 12-lb. force. An anti-vibration lock is an integral part of the self-locking hoist for added safety. The unit comes with a 4-ft. length of chain and swivel hooks and is lubricated and sealed for lifetime use.

**Price:** \$459.50. **Delivery:** 2 to 3 wk.  
**Lloyd B. Cogswell Mfg. Co., Inc., 361 El Paso St., Springfield, Mass. (PW, 9/25/61)**

SIC #3536

## The greatest TOTAL VALUE

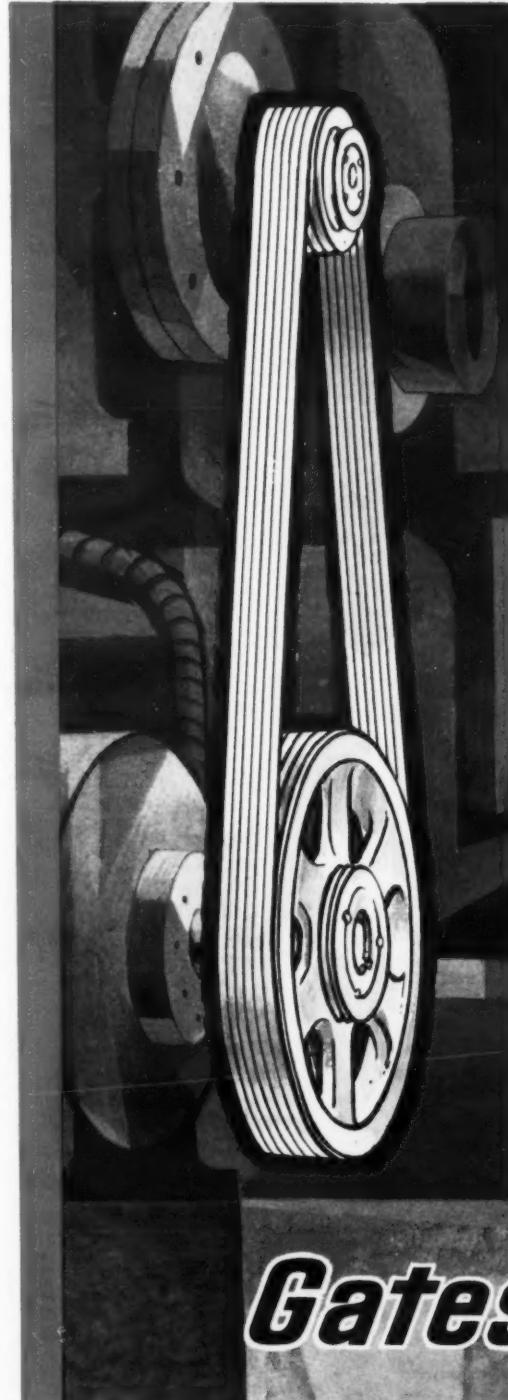
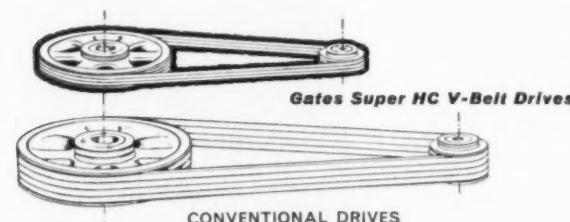
### product values Gates Super HC V-Belt Drives

Gates Super HC Drives are compact, money-saving and weight-saving—the first and most advanced high capacity drives.

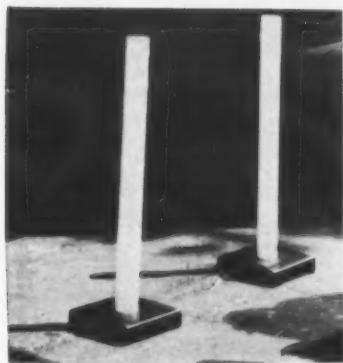
Because of exclusive design features, Gates Super HC V-Belts handle up to 3 times the power of conventional V-belts in the same space—or they can often handle the required horsepower in about half the space. Fewer belts are needed and sheaves can be smaller and lighter weight.

As a result, initial drive cost is less. Bearing loads are reduced, increasing bearing life. Guards and machine housings can be smaller, shafts shorter. Machines can be more compact, increasing aisle space. The drive can operate at belt speeds up to 6000 ft./min. without dynamic balancing. This permits use of lower cost, higher speed motors and possible elimination of jacksheaves.

Manufacturers, everywhere, have standardized upon Gates Super HC Drives. They are your best assurance that your power transmission units will remain up-to-date for many years to come.



**Gates**



### Safety Marker

#### Has Interchangeable Parts

Plastic safety marker consists of interchangeable yellow tubes that fit into heavy 10-sq. in. bases. Tubes come in 12- to 72-in. lengths in 12-in. increments and accommodate standard accessory flags, warning signs, and flashing lights. Bases and tubes can be purchased separately.

**Price:** \$1.70 to \$4.75/each. **Delivery:** immediate.

**Stokes Molded Products, 240 Webster St., Trenton 4, N. J. (PW, 9/25/61)**

**SIC #3079**



### Closed Circuit Camera

#### Operates in All Weather

Closed circuit television camera is weatherproof and dustproof unit that has been tested in rainstorms, snowstorms, winds up to 40 mph, and ambient temperatures of -22 F to +131 F. After more than 4,500 hr. of outdoor use, transmission remained clear. It operates off a 110-v. a.c. outlet, takes standard 16-mm. "C" mount lens.

**Price:** Approx. \$1,495. **Delivery:** 60 days.

**Diamond Electronics, Box 415, Lancaster, Ohio. (PW, 9/25/61) SIC #3662**

## for your drive dollar

### added values

**When you buy Gates Super HC Drives, you receive a great many added values for your purchasing dollar—important values beyond product quality and long service life.**



**1. Local technical and design service.** Gates fieldmen are located in all sections of the country. The man near you has had long, intensive training and experience in drive design. Be sure to call him in to give expert design aid. He will also be glad to give you comprehensive product and design catalogs and complete technical information on the Super HC Drive or any other Gates Industrial Product.

**2. Local availability everywhere—fast delivery.** Gates distributors, located in all parts of the country and throughout the world, have large stocks of V-belts and sheaves on hand, backed by Gates Stocking Service Centers in every major industrial area. This means that you always get quick delivery, day or night, of Gates Super HC V-Belts and Sheaves, or other Gates Products, from a reliable local source.

**3. Gates continuing program of Specialized Research.** More than two million hours of belt testing are run annually in the world's largest belt-testing laboratory at Gates. This is a vital part of the basic research behind the development of the Super HC V-Belt. It is this continuing research that gives you assurance that the Gates Drives you purchase lead the V-belt industry in design—the most advanced drives you can buy.

Ask your nearby Gates Distributor for complete information about the great total value that you receive when you buy Gates Super HC High Capacity V-Belt Drives. Call him today.

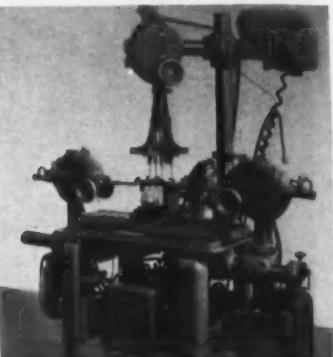


*Building the future on 50 years of progress*

## Super HC V-Belt Drives

The Gates Rubber Company, Denver, Colorado

BP-53-A



**Drill**

#### Machines From All Angles

Multi-spindle machine simultaneously drills, counter bores, taps, and reams a work piece from almost any angle with heads that revolve 360 deg. both horizontally and vertically, either on or under the work table. These are individually powered and can be operated by automatic power or manual feed. The machine is equivalent in size and power to a conventional 17- to 20-in. drill press and accepts all standard drill attachments.

**Price:** \$1,500 to \$4,000. **Delivery:** 6 to 12 wk.

**Van Norman Machine Co., Springfield, Mass. (PW, 9/25/61) SIC #3541**



**Oscilloscope**

#### Offers Mounting Choice

Two-channel, direct writing oscilloscope comes in a 35-in. high mobile cart or rack for mounting in a 14- x 19-in. space. Using a pair of plug-in preamplifiers, the instrument records a wide variety of d.c. to 125-cps. variables. The oscilloscope features pushbutton chart speeds of 1, 5, 20, and 100 mm./sec., automatic paper take-up, and a timer/marker stylus.

**Price:** \$1,575. **Delivery:** 30 days.

**Sanborn Co., 175 Wyman St., Waltham 54, Mass. (PW, 9/25/61) SIC #3611**

# Product Briefs

**Carbide gun drill** with single-flute has two holes for cutting fluid which increase life between sharpenings by up to three times that of single-hole designs. It is available in sizes of  $\frac{1}{8}$ -in. dia. and up in specified lengths. Shanks are straight or tapered according to specifications. *Star Cutter Co., P.O. Box 376, 34500 Grand River Ave., Farmington, Mich.*

**Cap screw line** includes large heavy-duty pieces with high tensile strength. Diameters range

from  $\frac{1}{8}$  in. up to  $3\frac{1}{2}$  in. and lengths from 6 in. to 30 in. A corrosion-resistant finish permits easy removal for machine maintenance. *Premier Industrial Corp., Cleveland, Ohio.*

**Water repellents** for use on paper, textiles, and leather are air-drying silicones. One is designed for industrial application where a nonflammable solvent is needed; the other for consumer product applications and for pressure packaging. *General Electric Co., Silicone Products*

Dept., Waterford, New York.

**Adhesive** with water base laminates polyethylene sheeting to burlap to produce outdoor storage covers with waterproof qualities. In addition, it resists tears and punctures, protects against dirt and dust, and prevents escape of condensation. It may be used also for burlap bags packaging products which must be protected against moisture. *Adhesive Products Corp., 1660 Boone Ave., New York 60, New York.*

**Lacquer** available in a wide range of colors produces a hammered finish for metals. Its hiding quality covers weld defects, porosity, and other surface blemishes, offers good adhesion, and is air-drying. *Flood & Conklin, Industrial Coatings Div., 132 Chestnut St., Newark, N.J.*

**Assembly kit** with steel lengths comes in a wide range of models for choice of 120 storage units, 82 storage racks, 17 work benches, 13 tables, and 27 regular and heavy-duty carts. Slot and hole patterns allow quick assembly by bolting. *Acme Steel Co., 135th St. & Perry Ave., Chicago 27, Ill.*

**Scrubbing machine** powered by 7-hp gasoline or propane engine has a variable speed range of 0 to 185 fpm. In one pass it spreads the cleaning solution, scrubs a 45-in. swath, vacuums up the dirty solution, and dries the floor. It also polishes a 45-in. swath while vacuuming up dust. *Advance Floor Machine Co., Spring Park, Minn.*

**Battery chargers** are designed for cyclic, floating, and trickle charging of all types of storage batteries for switchgear control, signals and communications and engine starting. Each is designed to cover a wide range of battery sizes. *Westinghouse Electric Corp., Box 2025, Buffalo 5, N.Y.*

**Cutoff machine**—a flying shear unit—has a 200-ton capacity. It cuts round, square, and rectangular tubing at a maximum rate of 300 fpm. and is capable of 20 cuts per min. It handles tubing up to 6 in. O.D. with wall thicknesses ranging from .05 in. to .25 in. *Alpha Press & Machine, Inc., Detroit, Mich.*

**Vinyl tubing** approved to handle foods comes in  $\frac{1}{2}$ -,  $\frac{5}{8}$ -,  $\frac{3}{8}$ -, and  $\frac{7}{16}$ -in. outside diameters with a  $\frac{1}{16}$ -in. wall thickness. It is virtually unaffected by most inorganic acids and alkalis, and can be sterilized with steam at 220 F for 30 min. *Samuel Moore & Co., Synflex Products Div., Mantua, Ohio.*

**Grinding wheel** with synthetic ruby grain of specially processed crystalline aluminum oxide combines friability and toughness to a degree resulting in superior form holding with cooler, faster grinding than conventional grains and bonds. *Simonds Abrasive Co., Tacony & Fraley Sts., Philadelphia 37, Pa.*

**Plastic fasteners**, including machine screws, nuts, and set screws, come in sizes  $0-80 \times \frac{3}{16}$  in. through  $\frac{3}{8}$  in., and  $1-72 \times \frac{1}{8}$  in. through  $\frac{1}{2}$  in. Nut sizes have a  $\frac{1}{16}$  in. minimum thickness. Stock material is Zytel 101, but Lexan, polyvinyl chloride, Lucite, and others are also available. *Anti-Corrosive Metal Products Co., Inc., P.O. Box 1894, Albany 1, N.Y.*

**Storage drawer** comes in a wide range of sizes for use in new installations or to convert existing metal shelving. It can be subdivided into over 500 combinations by inserting partitions, label holders, and other accessories in slots provided. Depths range from  $2\frac{1}{4}$  to  $11\frac{1}{4}$  in. in 1-in. increments. *Crib-drawer Co., 38 Maplewood Ave., Philadelphia 34, Pa.*

**Terminal headers** molded in a variety of shapes and pin configurations are suitable for transformers, electrolytic capacitors, plug-in modules, tube sockets, and other plug-in components. *U.S. Engineering Co., 13536 Saticoy St., Van Nuys, Calif.*

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**NOW AVAILABLE** — from your Proto supplier: PROTOLITE® reversible ratchets in  $\frac{3}{4}$ " and 1" square drive.

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**NEW!** PROTOLITE high strength forged aluminum alloy tools use modern metallurgy to make the mechanic's job easier. Only Proto has them! This special heat-treated forged aluminum alloy has proved itself in aircraft and missiles for combined light weight, strength and durability.

**LIGHT!** 43% less weight than standard steel tools. It means easier handling, less fatigue, especially on long jobs or in awkward positions.

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**Compare for weight!** 1"-drive PROTOLITE® wrench weighs 43% less than the 1"-drive steel wrench, while length, leverage, and torque performance are the same for both.

**WATCH FOR THE INTRODUCTION OF OTHER PROTOLITE LIGHT-WEIGHT TOOLS!**

# New Punch-Card System Aimed at Mass Market

New York—Burroughs Corp. has introduced a B200 series of punched card computer systems, designed to "meet the specific requirements of high-volume, low-investment business data processing applications."

The basic punched-card system, the B260, is intended to increase productivity in medium and large-scale operations. It consists of the central computer, a card punch, a printer, and two card-readers which merge information without merging the physical card input. Other systems of the series are:

- **B250** for financial and commercial applications. This includes a hard-copy record processor in addition to punched card handling equipment. Components are a central computer, record processor, card reader, card punch, and printer.

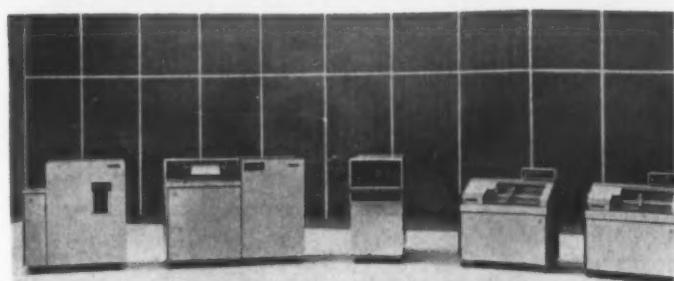
- **B270** reads and sorts documents encoded for magnetic ink character recognition. The essentially financial system was introduced earlier this year and handles magnetic tape and punched cards as well as MICR processing. The system includes a card reader, a central processor, two six-tape listers, and a magnetic tape unit.

- **B280** is basically the B260 system with the addition of up to six magnetic tape drums. It serves as a general-purpose computer system or as a satellite for large computers. Components are a central computer, two card readers, a card punch, and printer.

## Separate Systems

The B200 series was designed as four separate systems, according to V. J. Ford, data processing sales manager of Burroughs, in order to keep the prices within the grasp of individual segments of the mass market. Purchase price of the B260 is \$183,650 with the monthly rental at \$3,750. Sales prices of magnetic tape systems will range from \$252,180 to \$384,780 with monthly lease rates ranging from \$5,235 to \$8,435.

Burroughs noted that the new systems are the first of their price class to make use of two high-speed (800 cards per minute) card-reading units, providing the user with twice the input capacity formerly available. To step up efficiency, Burroughs has also



THE B260: Basic punched card system in Burrough's new B200 series consists of central computer, card punch, printer, two card readers.

designed into the series "demand card-reading" and buffers, both said to be previously available only in higher-priced systems.

Demand card-reading makes use of an immediate access clutch, rather than a mechanical toothed clutch that engages a card only at that point of a rotating cycle when the tooth comes into position. The immediate access clutch feeds cards on demand as soon as the read command is given; the B200 card readers pass cards to the central processor by using an electronic impulse to trigger a magnetic band.

The buffers of the system compensate for speed differences between the electronic central processor and the slower speeds of the mechanical units. They

serve as storage tanks which equalize the speeds by balancing the flow of information throughout the system.

Burroughs announced that it also has simplified the process for preparing programs by reducing basic computer commands to less than 20 and by making one instruction do what three formerly did.

Markets for which the company is aiming with the various systems include public utilities, manufacturers, governmental agencies, insurance companies, financial and educational institutions, and other service industries.

Delivery time for the B250 is 10 months; for the B260 and B280, 15 to 18 months; and for the B270, 10 to 12 months.

## Electronics Buyers Back from Japan Decide to Buy American on Key Parts

(Continued from page 1)

American-made components and chassis. At present the company, a division of Siegler Corp., carries a line of Japanese-made AM radios, which it will continue to market under the Olympic trademark.

"The Japanese are about a year or two behind in television manufacture," Sobin explains. "Their TV tuners are not sensitive enough for our standards, mostly because they seem to be having metallurgical problems."

Olympic's president reports that the picture quality of Japanese sets is satisfactory, but importing either a complete set or a chassis for the few dollars difference doesn't offer the American manufacturer any significant savings after counting transportation costs, import duty rates,

and freight handling problems.

There are other difficulties for the American eyeing Japanese-made electronics entertainment products. Sobin points out that there's a risk in disrupting production facilities and cutting into manufacturing talent. Also, rising Japanese labor costs may shrink the present price advantage.

"I can only speak for the electronics industry in Japan, of course, but wages are definitely on the increase there. I assume that, like the U.S., if wages start climbing in one industry, the others will follow," the Olympic president told PURCHASING WEEK.

### Price Factors

As for the Japanese lead in AM radio competition, Sobin feels that importing the overseas product is still a better deal in price factors. "The U.S. has done a lot to close the gap in the radio line through improved manufacturing techniques," says Sobin, "but the Japanese haven't been standing still either. It's a constant tug-of-war."

Sobin's observations reinforce again what other consumer electronics firms have decided about buying in Japan. Last spring Motorola president Robert Galvin predicted "better and cheaper" American-made entertainment electronics products as a result of new manufacturing methods.

Galvin envisioned a dramatic change in the capital equipment factor in this field.

"We will look like refineries instead of having assembly lines of people wiring electrical circuits," Galvin said.

## Purchasing Week's Purchasing Perspective

(Continued from page 1)

tion, the role of purchasing in creating profits was made early and often. At a panel meeting captained by E. F. Andrews of Allegheny Ludlum Steel Co., it was suggested that purchasing men reassessing their industrial mission might rephrase traditional definitions of the purchasing job into something like this: **Obtaining the maximum total return on total investment by spending money well.** This is a delicate yet significant turn to the usual definition that the basic objectives of purchasing is to buy at the right price, right time, right quality, etc.

Thus, to men like Andrews, purchasing takes on the broadest concept possible, making itself felt as the over-all function in obtaining goods and services **from the time the idea is conceived to buy until satisfactory settlement is made.**

• • •

Whether a willing captain or not, the steel industry has been nominated as the industrial leader to press the nation's fight against a possible revival of inflation (see story p. 1). The government made an issue of it publicly, but key business leaders—in a more quiet yet forceful manner—also have been reading the riot act on prices.

One purchasing executive, a steel-buying expert who heads one of the country's biggest industrial purchasing departments, also sees business' long-range problem as one of holding back further inflation. **Steel, he believes, is a good place to start; and to press his views he wrote to some 50 steel suppliers to the effect that their customers still "are entitled to a longer inning."**

• • •

More than 2,000 business executives converged in New York last week for a three-day powwow on latest marketing and sales strategies. What this adds up to, of course, is an idea-swapping session on ways and means to sell industrial buyers and the public more goods next year. Results of the sessions may show up in your office at some future date when salesmen walk in with a brand-new sales approach or arouse your enthusiasm with a new product idea or cost-saving suggestion.

The session also covered the usual session on economic forecasts which added up this way:

- A generally optimistic outlook for business generally with the upswing continuing strongly through 1962.
- Prices for petroleum and chemical products to remain stable, mainly as a result of extreme marketing competition, good supply and production facilities.

## Natural Gas Researchers Developing Compact Fuel Cell for Use in Home

Houston—The natural gas industry is developing a small fuel cell that could "supply all the electricity for the average home" and cool or heat the house in addition, Martin A. Elliott, vice president of Illinois Institute of Technology, told the annual meeting of the Independent Natural Gas Assn. last week.

The meeting, attended by three of the four members of the Federal Power Commission, also developed strong indications of firmed-up FPC policy on well-head pricing of natural gas.

FPC Chairman Joseph C. Swidler endorsed strongly the area pricing method being pushed currently by the commission.

Elliott said Illinois Tech presently is studying the performance of a fuel cell having a molten carbonate electrolyte and operating in the temperature range of 1,400 F. to 1,550 F. Natural gas and steam are fed to one electrode, and air and carbon dioxide or products of combustion are fed to the other.

"We have operated a six-cell power pack of this type with natural gas as the only source of energy," he said. "Based on our present results, a one kw. unit would fit into a cube 14 in. on a side."

"Our studies show that an 0.8 kw. natural gas fuel cell used in conjunction with storage batteries

could supply all the electricity for the average home."

## Chemical Industry to Get Label Deadline Extension

Washington—Sen. Warren G. Magnuson (D-Wash.), chairman of the Senate Commerce Committee, says he will see to it that the chemical industry gets more time to comply with new rules for labeling hazardous substances—if it needs the extra time.

Effective date for the new requirements, under present law, is next Feb. 1. For a variety of reasons, the Food and Drug Administration did not publish its specific regulations until Aug. 12, about 13 months after Congress passed the law. The Manufacturing Chemists' Assn. protested to Magnuson that five months is inadequate since the regulations are more stringent than industry had anticipated.

MCA requested an extension of 12-14 months. Magnuson replied that he is aware of the situation. He asked the association to submit a full report on the situation in the first week in January. "If the industry is in real trouble," he said, "there would still be time to act before the deadline, and in that event you may be assured I will take action."

## California Okays AC Exhaust Device

Los Angeles—The California Motor Vehicle and Pollution Control Board approved a fume-control device for new cars and expects to give the nod to two more this year.

The board gave its approval to an engine crankcase ventilation system developed by General Motors' AC Spark Plug Div. The device is currently being installed on all new automobiles sold in California.

D. A. Jensen, the board's executive officer, gave this report to a conference sponsored by the Los Angeles Chamber of Commerce last week following approval of the AC system. Automobile industry representatives, along with smog experts and city

and county officials attended the meeting.

Installation of control devices will not become mandatory on older cars, Jensen said, until the board has approved four competitive types. He said another year of development work might be needed before these devices meet specifications. However, one of these, an oxy-catalyst system, will be tested soon on 25 cars.

Cost of a device is roughly \$6 to a new-car buyer. Used car installation will cost between \$10 and \$40.

The AC system approved by the board pipes crankcase fumes into the intake manifold. Engineers advise a check for possible cleaning every 5,000 miles.

# Lotteries Decide Identical Bids, Congress Finds

Washington — A "large percentage" of federal government purchases made under advertised bids comes through drawing of lots, a Congressional report released last week said.

Normally, when an agency gets identical bids on a contract, it will decide which bidder gets the job by putting names in a hat and drawing one out, said a Joint Economic Committee report on identical bidding. On some contracts, priority is given to labor surplus areas or small business. But, said the report, "the most usual procedure seems to have been for the federal agencies to award the bid by lottery among identical bidders." Some military procurement agencies have strict, and somewhat elaborate, rules for drawing lots, it said.

Commenting on the bid abstracts, the staff of the Economic Committee said there were "instances of suspected bid rigging in every major product and service category."

Assistant Atty. Gen. Lee Loewinger, head of the Justice Dept.'s Antitrust Div., commented in a letter to the committee that the electrical machinery industry led all others in the sample. He said two other industries, chemical and allied products, and stone, clay, and glass products, also figured prominently.

The report was ordered by the

committee after its chairman, Rep. Wright Patman (D-Tex.), said he thought giving publicity to companies that submit identical bids on government contracts might help cut down the practice.

## Report Not Complete

But the report makes no claim to being complete, since its lists only about one-fifth of the identical bids reported from 1955

through 1960 to Justice by government agencies. And these probably represent only a small portion of the identical bids the agencies received. Forty agencies made no report at all during the six-year period, but made 757,000 procurements under advertised bidding procedures.

President Kennedy earlier this year ordered all agencies to report identical bids to the Justice Dept.

## Most Machine Tool Makers Demur At 2 Firms' Moves to Boost Prices

(Continued from page 1) is just too much competition now even to consider raising them. If we were going to raise prices, we should have done it months ago."

The average Warner & Swasey increase was 2½%, but on some models, such as single-spindle automatic chucking machines and multiple spindle machines, prices went up 6%-7%. Company said the increases apply only to the base machines; not the tools or attachments.

Norton Co. raised prices by 8% on metalworking shapers and gear-cutting and hobbing machines made by its Gould & Eberhardt Div. for the U.S.

market. Export prices on these machines, together with grinders and lappers, also were boosted 8%.

## Grace Period Allowed

Norton made the increases effective Aug. 25, but is allowing a grace period until Sept. 30 at the old prices. The new Warner & Swasey prices were applied to all invoices received after Sept. 5, with the exception of quotations which were made before that date. Both companies said they raised prices in order to relieve the cost-price squeeze in sales of certain types of machines.

Other machine tool builders, while maintaining that the profit picture in the industry warrants price increases, were generally agreed that business conditions do not.

National Acme Co. and Lees Bradner Co., both of Cleveland, said they plan to hold to their present price levels. Spokesman for Bullard Co., Bridgeport, Conn.; Brown & Sharpe Co., Providence; and Baldwin-Lima-Hamilton Corp., Philadelphia, said prices were under review, but that no decisions had been reached. Pratt & Whitney Co., West Hartford, Conn., indicated it would wait and see what the rest of the industry does.

Warner & Swasey did not appear disconcerted over the prospect that other companies might not raise their prices. Said a company spokesman, "We've never backed down from a price hike yet, and we won't this time either."

## Dow Corning Putting Out New Line Of Solvent-Resistant Fluorosilicones

(Continued from page 1) silicone rubber which Dow Corning introduced five years ago, they give the company the first complete line of solvent resistant, silicone-like materials to be offered in commercial quantities," he said.

Main advantages of fluorosilicones, according to Dow Corning, are their:

• **Insolubility.** The fluids, from which the greases and compounds are derived, are insoluble in most petroleum oils, fuels and solvents, and in water.

• **Lubricity.** The greases, which consist of a fluorosilicone fluid thickened with lithium soap, have a lubricity comparable to many petroleum products.

• **Serviceability.** The fluids can be used at temperatures ranging from -40F to 400F in open systems and to 550F in closed systems. The greases are serviceable in the -50F to 400F range and the compounds from -80F to 400F.

Dow Corning engineers have suggested a wide variety of applications for the new products. The fluorosilicone fluids, for example—in addition to serving as lubricants—can be used as compressor oil, hydraulic fluid, or as flotation fluids for delicate instruments that must give dependable performance under adverse conditions. The company said they also can be used as defoamers for solvent systems, where conventional silicone defoamers do not perform well due to their solubility in the foaming material.

The compounds were developed specifically as fuel, oil, and solvent-resistant valve lubricants, for use in extreme heat or cold.

It is expected that applications also will be found for them as sealing materials and as lubricants for low-speed bearings.

The company said the greases are unique in that they provide both solvent resistance and good low-temperature serviceability. They can be used at temperatures that cause currently available greases to become hard, brittle solids, according to Dow Corning tests. One possible application: lubrication of conveyor bearings which are subject to splash, spray or vapors from solvents, oils or chemicals, and which also travel through wide temperature ranges.

## Price Changes for Purchasing Agents

### Item & Company

#### INCREASES

Item & Company	Amount of Change	New Price	Reason
Multiwall paper bags, St. Regis (Sept. 30), Int'l Paper (Oct. 16)	4%	....	improved demand
Multiwall bag papers, Int'l Paper (Oct. 16), Union Bag-Camp (Oct. 15), ton.	\$10.00	....	improved demand
Spandex fiber (lycra), du Pont, all deniers, lb.	.50	....	incr. costs
Industrial trucks, Towmotor.	3%	....	rising cotton tags
Sheets and pillowcases, major producers.	2½%	....	profit pinch
Polystyrene, gen'l purpose crystal, Dow, Oct. 1, lb.	.01	.19	profit pinch
Polystyrene, gen'l purpose colors, Monsanto, Oct. 2, lb.	.01	.21	profit pinch
Turret lathes, Warner & Swasey.	2½% avg.	....	profit pinch
Shapers, gear-cutting & hobbing machines, Norton.	8%	....	industry trend
Rayon staple, reg. & crimped, am. viscose, lb.	.01	.27	price restoration
Methylene chloride, Dow, Oct. 1, tanks, lb.	.005	.1175	....
Calcium silicate, Pitt. Plate Glass, Oct. 1, lb.	.005	.065	....
Para-hydroxybenzaldehyde, crlts., lb.	.07	.95	....
Beryllium alloy prods., wrought & cast, Beryleco.	2%	....	incr. costs

#### REDUCTIONS

Ascorbic acid & sodium ascorbate, kilo.	.15	\$5.60	competition
Erythorbic acid, 200-lb. lots, lb.	.06	\$2.47	....
Sodium erythorbate, lb.	.05	\$2.01	....
Acrylic carpet fiber (acrilan), Chemstrand, lb.	.03-.145	.745-\$1.18	competition
Acrylic fiber (orlon), du Pont, lb.	.03-.20	.79-\$1.43	competition
Lithium hydroxide, monohydrated crlts., lb.	.05	.54	....
Titanium dioxide, anatase & rutile, 30 ton crlts., lb.	.005	.25 & .27	incr. vol. buying

# Late News in Brief

## GM Holds Price Line

Detroit—General Motors appeared last week to have set the 1962 model price line—basically unchanged from 1961 with increases coming only where equivalent models include formerly optional equipment, such as heater-defrosters, as standard equipment. The clue came when GM's Pontiac Div. released prices that began with \$1,993 f.o.b. Detroit for a two-door Tempest (excluding all taxes, transportation, and dealer handling charges). This, in effect, was a \$1 reduction from the equivalent 1961 Tempest with heater cost added. If the hold-the-price trend continues among other automakers, it will mark the third straight model year since the last general round of auto increases.

## Du Pont Cuts Orlon Tags

Wilmington, Del.—Du Pont Co. followed Chemstrand Corp. in reducing the price of orlon acrylic fiber an average of 7¢/lb. Sample reductions: Type 36 carpet staple, cut to 79¢/lb. from 86¢; orlon for blending with cotton, to 96¢/lb. from, \$1.08. At the same time, du Pont raised the price of Lycra spandex fiber, used in swim suits and foundation garments, 50¢/lb.

## Rockwell Unveils Permaturn Valve

Pittsburgh—Rockwell Mfg. Co. said it has developed a new-type valve, called Permaturn, which facilitates turning and provides maintenance-free operation. A high lubricity coating material makes the difference, the company said. For low-pressure applications, the coating is Teflon; for high-pressure applications, phosphate and molybdenum disulfide.

## Union Miniere Cuts Price of Copper

New York—Belgium's Union Miniere du Haut Katanga cut its copper price 0.7¢/lb. to 28.8¢, indicating that Katanga fighting has had little effect on output. The move may have been sparked by recent strike settlements in Chile and the U. S., assuring adequate red-metal supplies for the next few months.

## Urge Renewal of Bid Differential

New York—Alwin F. Franz, president of Colorado Fuel & Iron Corp., asked President Kennedy to renew a 25% bid differential for U. S. firms over foreign companies bidding for government contracts. He termed profit estimates of the President's economic advisers "most hazardous" where small companies, especially those hit by imports, were concerned. At the same time, statistics were released by the Business & Defense Services Administration showing that steel imports in July reached their highest level since April 1960.

## Handling Equipment List Price Boosts Scuttled by Discounts at Dealer Level

(Continued from page 1) ING WEEK competitor discounts at the dealer level are averaging between 12% and 15%. As for Clark's own products, he would only say, "List prices are controlled at the factory, but if dealers should choose to discount from list, that is their own prerogative."

Because of pressure on dealer

prices, many companies have been slow to try to raise their list prices. For example, Towmotor Corp., Cleveland, delayed making the move until Sept. 15 when it put through a 3% across-the-board increase on lift trucks, straddle carriers, and other small industrial trucks.

An increase in electric hoist prices, averaging 3%, also was announced last week by Manning, Maxwell & Moore, Inc., Muskegon, Mich. At the same time, however, the company estimated that the prevailing dealer discount is somewhere around the 15% level.

A spokesman for the Michigan firm said pricing for the overhead cranes, which the company also makes, is in a "critical stage" right now. Manning, Maxwell has no established prices for cranes, since costs are figured according to the individual job. But, the spokesman said, "All bids are being kept to a minimum."

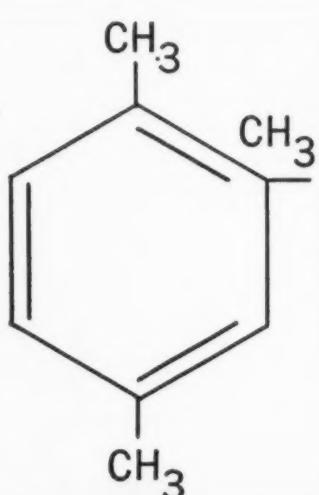
While the price situation is bad from the industry's standpoint, it is better than it was earlier this year when discounts of as much as 20% were reported on some equipment lines.

New York dealers, for instance, report that orders this month are picking up and that prices are becoming slightly firmer. Over the long haul, they expect a gradual, but sustained, rise in prices.

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